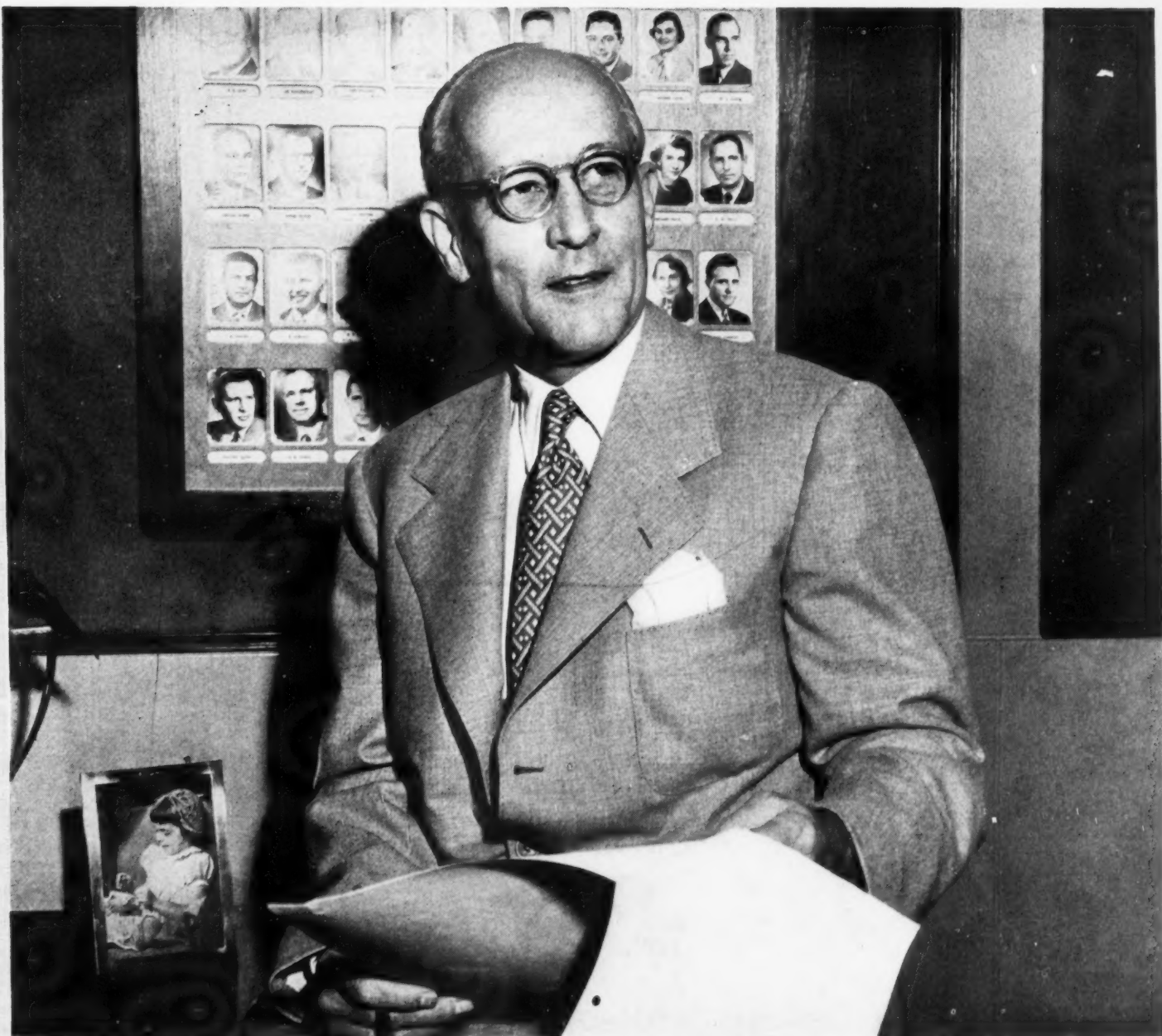


Sales Management

THE MAGAZINE OF MARKETING

University of Detroit
Library



"Get your competitors mad enough to promote you"—William A. Blees, Crosley.

● **Crosley Cracks the Sales Standings** ● **What**
Makes Direct Mail Pull? ● **Burgermeister Beer**
Gets out of the Price Melee ● **The New South**

179954



THIRTY-FIVE CENTS

SEP 13 1950



*The thing that makes Practical Builder a great
buy for advertisers is something that money can't buy:*

*The prestige it enjoys with its readers...prestige
born of implicit faith in its editorial pages.*

This prestige, in turn, is transmitted to its

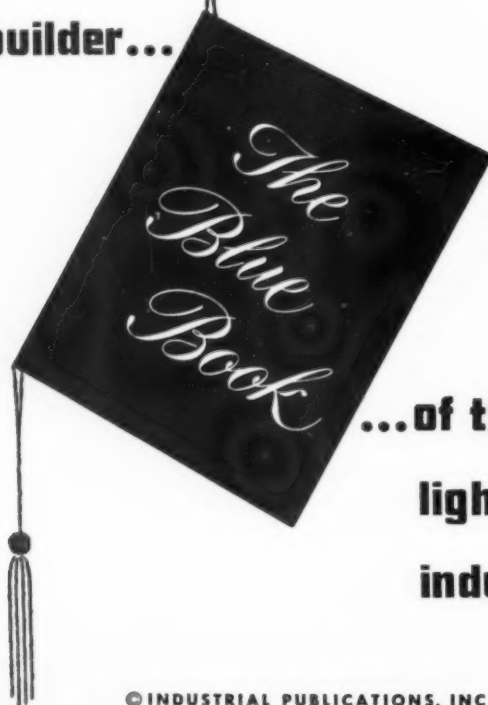
*advertising pages. You can't measure it with
millines or slide-rules. You won't find it in Standard*

Rate & Data. It carries no price-tag.

It costs you nothing. Yet it means everything.

It is the priceless ingredient that makes

practical builder...



**...of the
light construction
industry**



MORE FAMILY UNITS MEAN MORE BUSINESS IN NEW YORK

and the Journal-American delivers more business
with an all-time-high in family circulation

EVERYWHERE you turn in New York, there is residential building; skyscraper apartments in Manhattan, garden communities in Queens, vast projects of one-family homes that cover acres and acres of former farmland on Long Island and New Jersey.

As fast as these units are constructed, home-hungry families are ready to move in. Where are these families coming from? Population growth? Some. Influx from other cities? A little. But most are a result of split-offs from doubled-up households. Young families today are setting up individual housekeeping . . . going out on their own at a faster rate than ever before.

And they take their deeply-rooted reading habits with them. The Journal-American, over fifty years New York's leading evening newspaper for family reading, is more popular in New York homes than ever before. Today, Journal-American circulation is at an all-time high . . . over 730,000 families rely on it every evening. Among them are the thousands upon thousands of newly-formed families young, eager and buying.

Families mean business and more families mean more business. The Journal-American is read by more families than any other evening newspaper in America.

Journal NEW YORK **American**
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

NATIONALLY REPRESENTED BY

HEARST ADVERTISING SERVICE

A HEARST NEWSPAPER

SEPTEMBER 1, 1950

1



FIRST IN THE QUAD CITIES

In Davenport, Rock Island, Moline and East Moline is the richest concentration of diversified industry between Chicago, Minneapolis, St. Louis and Omaha. The Quad Cities are the trading center for a prosperous two-state agricultural area. Retail sales, total buying and per capita income rate higher than the national average, according to Sales Management.

WOC-AM	WOC-FM
5,000 W.	47 Kw.
1420 Kc.	103.7 Mc.

WOC delivers this rich market to NBC Network, national spot and local advertisers... with 70 to 100% BMB penetration in the two-county Quad City area... 10 to 100% in adjacent counties.

WOC-TV
CHANNEL 5
22.9 Kw. Video
12.5 Kw. Audio

On the Quad Cities' first TV station NBC Network (non-interconnected), local and film programs reach over 16,000 Quad Cities' sets... hundreds more in a 75 air-mile radius.

Basic NBC Affiliate

Col. B. J. Palmer, President
Ernest Sanders, General Manager



Davenport, Iowa
Free & Peters, Inc.
Exclusive National Representatives

Sales Management

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HF
5438
.A34
V.65
Sept-Oct.
1950
pt. 2
1950

Want to Know Something NOW about Your Biggest Customer of 1952?

If you manufacture industrial products we know, as you do, that your best ultimate customer two years from now will be a large or active industrial concern. Like you, we also know that the specific industry of this biggest customer cannot be predicted with certainty, for industrial markets change, sometimes overnight.

What then can we say about this unknown customer? For one thing, that his top operating, engineering and production men are almost certainly among the 60,000 readers of Industrial Equipment News who are carefully selected from the nation's largest and most active plants in all industries.

For another, that these men are constantly searching for new products and new equipment ideas that they can adapt or adopt . . . and that Industrial Equipment News serves this need more completely, more accurately, than any other single publication.

And *that's* what we wanted to tell you . . . that through standard one-ninth page units in Industrial Equipment News you can reach the key men in that unknown biggest customer plant, regardless of the industry concerned. And for as little as \$110. Send for The IEN Plan for the complete story. Industrial Equipment News, Thomas Publishing Company, 461 8th Avenue, New York 1, N. Y.

Filmosound helps sell plane tickets to Hawaii



Above, group viewing United Air Lines sound-color film, "High-Way to Hawaii." More than two million persons have seen this fine film which has helped United sell thousands of tickets to Hawaii. Below, busy scene in United's ticket office in Chicago.

R. E. Johnson, Director of Advertising, United Air Lines, says: "United Air Lines is a pioneer in the use of films to promote air travel. We have been a consistent nationwide user of Filmosound for the past 20 years. We are today relying heavily on this equipment in the visual sale of our product to the public and for the education of our own personnel. United's Main Line Airway serves 80 cities coast to coast and border to border—and there is a Filmosound in every principal ticket office—often two or three in the larger offices."

Send for this FREE BOOKLET!

Movies Go to Work—tells briefly and clearly how to use motion pictures for

- Training salesmen • Improving public relations
- Selling your product • Increasing production

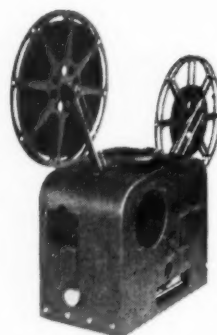
Write to Bell & Howell Company, 7190 McCormick Road, Chicago 45.

Guaranteed For Life

*During life of the product, any defects in workmanship or materials will be remedied free (except transportation).

You buy for life when you buy . . .

Bell & Howell



16mm Single-Case Filmosound—Precision-built for finest trouble-free performance—guaranteed for life.* Full, natural sound—light in weight—foolproof threading—exclusive Safe-lock sprockets to prevent damage to film. Pictures now brighter than ever with the new Super Proval lens.



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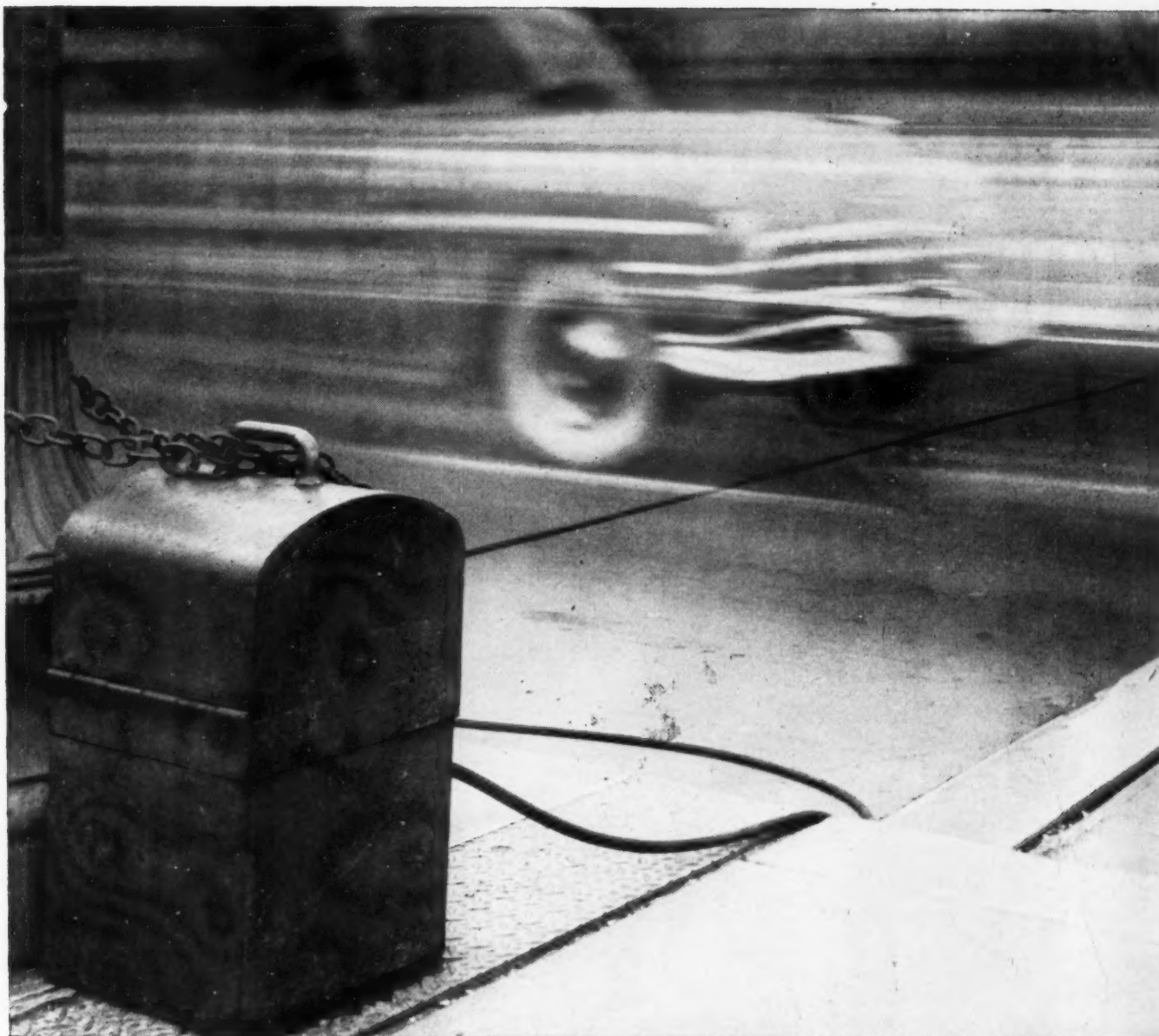
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September 1, 1950 Volume 65 No. 5





Automotive Business? Clicking — 532,385 Times!

THE traffic-counting box you see above is one of 14 which measure traffic flow in Washington, D. C., for highway planning engineers. Last June, during a 24-hour period, these boxes clicked 532,385 times . . . an impressive indication of activity by drivers of the 329,921 automobiles registered in the metropolitan* Washington area, as of June 30, 1950 (an increase of 32% over 1949).

For automotive advertisers metropolitan Washington, with its many fast-growing and bustling suburban areas, is a top-quality market. To

*District of Columbia, City of Alexandria, and Montgomery, Prince Georges, Arlington and Fairfax counties. Figures include estimates for Montgomery and Prince Georges.

sell this market advertisers consistently pick The Washington Star *first*. In the first six months of 1950, for example, The Star's 758,996 lines of automotive display was 25.6% higher than the next Washington paper. For the most effective coverage of this thriving automotive market, make The Star *your* No. 1 salesman.

The Washington Star

Evening and Sunday Morning Editions

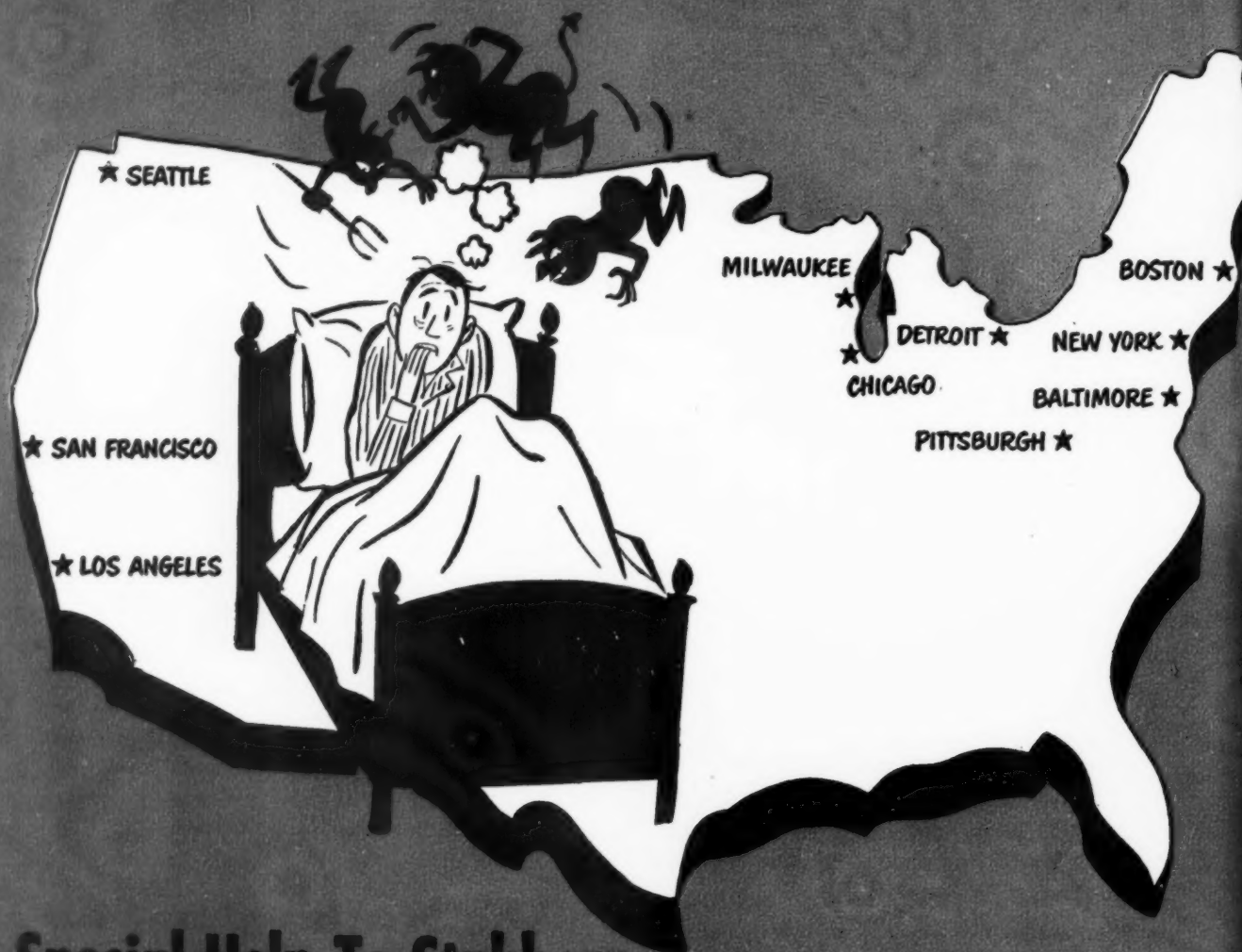
Represented nationally by: O'Mara and Ormsbee, Inc., 420 Lexington Ave., NYC 16; The John E. Lutz Co., Tribune Tower, Chicago 11. Member: Bureau of Advertising ANPA, Metropolitan Group, Audit Bureau of Circulation.

THE EVENING STAR BROADCASTING COMPANY OWNS AND OPERATES STATIONS WMAL, WMAL-FM, AND WMAL-TV

SEPTEMBER 1, 1950

ARE SALES PROBLEMS GIVING YOU NIGHTMARES

IN ANY OF THESE **10** KEY MARKETS?



Give Special Help To Stubborn

Markets With **Pictorial Review**

Try The Flexible Power Of

Pictorial Review

...The Only Great Sunday Magazine You Can Use
For Mass Selling In Single Markets

sales problems! Like the weather they're always with us. No normal business is ever without them. Take your own business. Probably in all your markets you have sales problems of one nature or another. But, in some of your markets your sales problems are especially acute. In most cases these are markets which although rich in themselves, fail to yield the sales volume and profits you have every right to expect. Markets in which your standard sales procedures don't seem to work. Markets that cry to you for special help . . . and for that help fast.

To bring needed assistance speedily to such bad sales problem markets, you naturally give each below-par market the immediate and special treatment the individual situation requires. You devise special plans, special strategies. You bring in special sales personnel. You launch special merchandising and sales drives. You wallop that market with every sales punch you have. It is in such cases as this that the *flexibility* of PICTORIAL REVIEW provides tremendous and immediate benefit. With PICTORIAL

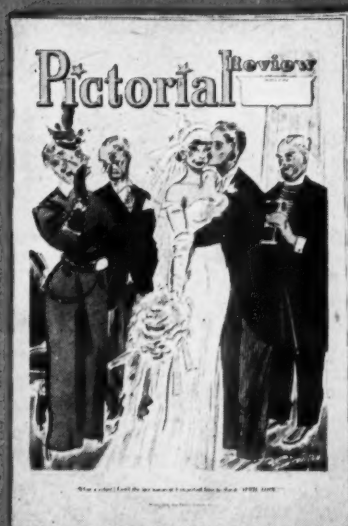
REVIEW . . . and only with PICTORIAL REVIEW . . . you can put the mighty force and prestige of a great Sunday magazine to work for you in *single market selling*. You can use PICTORIAL REVIEW separately, in each of ten of the nation's most bounteous markets, even with color if you wish, without investing a single dollar in waste circulation elsewhere. You can *concentrate* the full, sales-blasting force of this magazine in those one, two or three sub-normal markets where you need that force most.

Why not go over your sales situation now in each of PICTORIAL REVIEW's 10 "key" markets? In which of these are sales problems giving you extra concern? In which can you employ most profitably the unequalled, local-market sales-pull PICTORIAL REVIEW provides you? If, in any, or all, of these big, important markets your sales are lagging, you are losing out to competition, we suggest you do this: Put PICTORIAL REVIEW to work cultivating bumper sales crops for you . . . *now*.

And Pictorial Review Gives You These Other Exclusive Advantages

1. A mass-buying audience created and held by the World's top artists and writers.
2. Proven high readership for your advertisements.
3. The mighty impact of color advertising even in a single market.
4. Reader interest anchored deep in all the news of home-town entertainment.
5. No single page competitive product advertising . . . a clear field for your sales story.
6. Ability to time your advertising to the timing of your individual market plans.
7. Deep penetration into largest consumer-masses in America's biggest buying centers.
8. The individual, street-by-street market guidance of the famous Hearst Sales Operating Controls.

ADVERTISING MAY BE BOUGHT
NATIONALLY, SECTIONALLY, OR BY INDIVIDUAL MARKETS



Covering
Nearly
6,500,000
Families With
The Sunday
Issues Of

Pittsburgh Sun-Telegraph
Detroit Times
Chicago Herald-American
Milwaukee Sentinel
New York Journal-American
Boston Advertiser
Los Angeles Examiner
San Francisco Examiner
Seattle Post-Intelligencer
Baltimore American

A HEARST PUBLICATION
Represented Nationally By Hearst Advertising Service

The Human Side

THE MIGHTY MECHANICAL MAN

If you happen to be in a super market and see what appears to be a real baby in its crib in the middle of a welter of Sweetheart Soap, waving its arms and legs like crazy; or if you see a real-as-life Mae West, but midget-size, being cooled off in a store window by the breeze from an electric fan—then you are observing some of the brain children of Frank Dale, president of Mechanical Man, Inc.

Mr. Dale dreams up what others might call a *de luxe* variety of animated displays, but he patents them as "automaton merchandising devices." His company, founded in 1938, has produced beautiful, high-stepping major-ettes who upped sales of Chesterfield cigarettes, a bowing butler who offered various brands of liquor to passers-by, a life-size Santa Claus who rocked and roared with laughter, and numerous other mechanized sales figures



"C'M ON UP . . ." and see what Frank Dale has done for Mae West. Dale's president of Mechanical Man, Inc., which makes point-of-sale mannequins that break out into action.

that won startled admiration from all who saw them. The best-known is probably the Sweetheart Baby, 402 replicas of which have been busily selling soap for over 10 years. (The company recently enlarged its plant, adding what is called the "Baby Wing," in honor of the hard-working, rattle-waving salesman.)

Frank Dale stumbled into the field of creating robot sales devices when he was sales manager for Quaker State Oil and assembled a Mechanical Man of Quaker State drums and cans to enliven a dealers' meeting. The figure created so much interest that he set up a shop in the basement of his home in Pleasantville, N. Y., and mechanized the doll so that it could salute, puff a cigarette, blink its eyes and, with the aid of a walkie-talkie device, carry on a two-way conversation.

Later he went into business and sold a variety of automaton figures. Because it was difficult to obtain materials, the business was suspended during the war, and is just now getting back into full-scale production. Instead of selling, the company now leases its units. ("The darned things are so well-constructed they last for years. We find it's better to lease and give customers a chance to change their displays.") The customer also saves 38% on corporate taxes, because leased displays can be charged off as current expense. When purchased outright they become capital equipment.

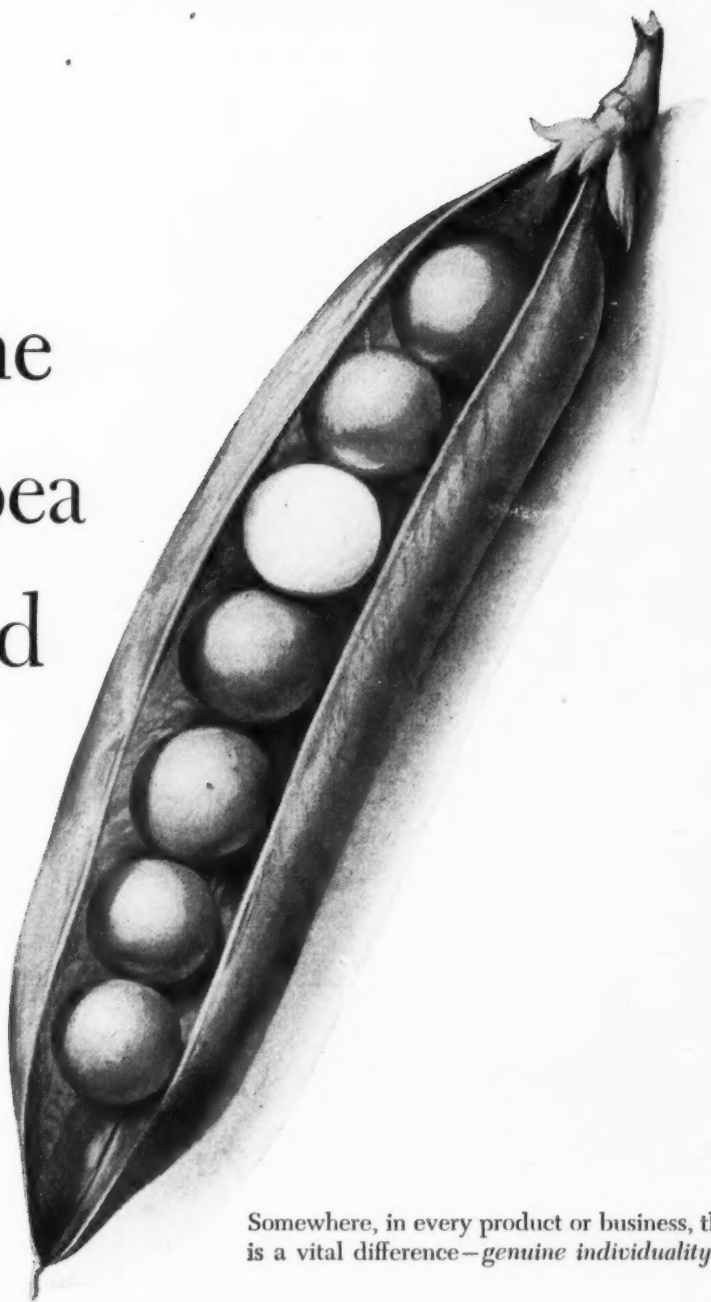
Dale's experience as a sales executive for large companies (He was with Congoleum-Nairn, Inc., The B. F. Goodrich Co. as well as Quaker State) stands him in good stead in his own selling. He likes to work with advertising agencies and is interested only in quantity orders. He has at his fingertips a lot of facts about trademarks and the advantage of bringing them to life, the importance of action in selling, the distinction between entertaining and selling—"It would be easy to create a side-splittingly funny figure, but would it sell the product?" Mechanical Man's figures are designed to "Stop 'em . . . tell 'em and sell 'em," as Dale puts it.

One of this season's best numbers is a family of cats, mothers and kittens, with heads that turn from side to side and beautiful green eyes that blink and light up. They are currently used to sell Cat's Paw Soles and Heels.

Mae West, also new, is "sensational," according to the famous prototype, who gets a commission on every rental of one of the figures. Mr. Dale is also understandably proud of the figure. The mechanism cost him \$3,500, and is worth it since it's a two-piece affair, the upper and lower halves each moving about sinuously, and independently. The sculptor did a good job of reproducing Miss West's contours, and the Latex "skin" is remarkably lifelike—so that the whole effect is startling.

Mechanical Man recently signed a contract with Miss West for world-wide rights to use her "face, figure and costumes" for advertising tie-ups with products she approves. Life-size reproductions that talk as well as move will be installed in various strategic spots in Mae

Like one white pea in a pod



Somewhere, in every product or business, there is a vital difference—*genuine individuality*.

Though on the surface your product and competing ones may be "as like as two peas," yet there is a way to make your product stand out from all the rest.

IN YOUR PRODUCT or in its use, just as in you yourself, there is *genuine individuality*.

This lies, not in any superficial differences that others may match next season, not in any trick presentation, but in the creation of a unique and distinctive personality that belongs to you alone.

Determined, consistent association can fasten this individuality more and more firmly, until it is your product.

Then, every unit of your promotional effort—from the package and shipping carton themselves to publication advertising, outdoor, radio, television, film—becomes increasingly effective as it

identifies and isolates your product from those of your competition.

In many different fields the J. Walter Thompson Company has assisted clients to achieve this individuality . . . helped make their products stand out like the one white pea in a pod.

There are 22 J. Walter Thompson offices strategically located throughout the world . . . **In North America:** New York, Chicago, Detroit, San Francisco, Seattle, Los Angeles, Hollywood, Mexico City, Montreal, Toronto and the Latin-American Division in New York . . . **In South America:** Buenos Aires, São Paulo, Rio de Janeiro, Santiago . . . **In:** London, Antwerp, Johannesburg, Capetown, Bombay, Calcutta, Sydney and Melbourne.

West's stupendous night club—"Diamond Lil's," scheduled to open in Las Vegas, Nevada, early this fall. The voice, of course, will be that of Miss West on wire recording. Smaller units are planned for wide showing in air terminals to promote flights to Las Vegas and Diamond Lil's.

The Borden Co. is using a few of the babies in a basket to add interest to various medical meetings throughout the United States. Within the last few months these babies have visited many cities from coast-to-coast.

The Philadelphia Dairy Products Co. has been using 100 of the Dolly Madison action displays for the past 10 years. Recently Mechanical Man, Inc., was asked to refurbish about 10 of them. This meant spraying and refinishing arms and heads. Mechanically they were still working perfectly. They are now used to open new dealer outlets in new markets, New York City being one of them.

A prototype of the Mullins Manufacturing Company's "Diana" has been completed recently. This graceful figure pirouettes on a glass ball simulating the shooting of an arrow at various Mullins' "Youngstown Kitchen" units on display. Plans are under way for complete national dealer tie-up.

The company's figures come in three different sizes, 6-8 inches high, 12-18 inches (good size for show windows), and 4½-5 ft. (¾ life size and suitable for trade shows, itinerant displays, etc.).



BABY BONANZA . . . Mechanical Man's baby-in-basket display sold an awful lot of Sweetheart Soap because of realism.

Dale-made figures are good bets for television and some are being used for that medium. Bell Sharmeier (stockings) recently used 84—which they bought 10 years ago—on a television show. More business will be solicited for that medium as the newly reorganized company gets into its stride.

So don't be alarmed if you see what looks like a real baby in your grocer's window, It's Dale's handiwork.

Are You Missing the **REAL** (1950) Newark, New Jersey?

Newark's corporate area of only 23 square miles dates from 1906 and before. Today, Newark and its 28 suburban communities make up a close-knit cluster of 1,039,144 people. 27 percent of the state's buying income is concentrated right here. It is one of America's **TOP DOZEN** markets.

"City lists" do not tell the story. Newark, N. J. is largely the business and industrial district of a newer, greater city. The old corporate boundary can no longer physically contain the population which draws on its industry and business for a livelihood. Its boundaries have become merely geographical and indistinguishable lines which separate suburban neighborhoods, without influence on mutual economic interest.

One newspaper . . . and one newspaper alone . . . dominates this great **CITY ZONE**



Newark 1, New Jersey **NEWARK NEWS** Daily & Sunday

There's nothing like **DETAIL** for emphasis



**YOU GET THE MOST OUT OF YOUR 16mm.
FILMS** when they are projected with the

RCA "400"

Look at the detail in the soap bubbles, the highlights on the hair, the features of the child's face. You see them all sharp, clear and realistic—when scenes like this are projected with the RCA "400."

Comparison tests of projected screen images—for detail, contrast, brilliance and depth—with other projectors have proved that the RCA "400" is the finest 16mm projector money can buy

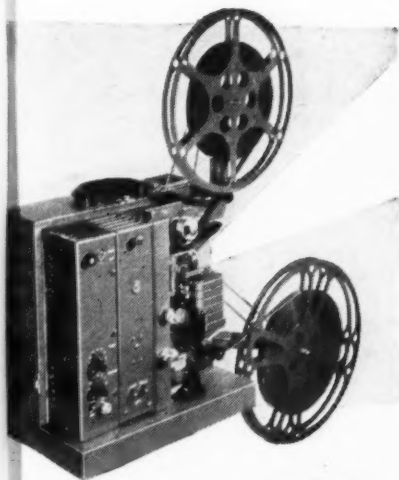
Compare the RCA "400" on sound reproduction. You'll hear voices, music, and sound effects reproduced with the dramatic realism of theatre-like sound. Compare the RCA "400"

for simplicity of threading, for ease of operation, for dependability.

Make this convincing test—before deciding on a 16mm sound projector. Ask your RCA visual products dealer to let you see and hear one of your own 16mm sound films demonstrated with the RCA "400." Send for illustrated literature and the name of nearest dealer. Write Department 791.

RCA "400" JUNIOR. The only single-case standard 16mm sound projector of fully professional quality.

RCA "400" SENIOR. Provides theatre-quality reproduction of 16mm sound and pictures for larger audiences, auditoriums or larger rooms.



First in Sound... Finest in Projection



VISUAL PRODUCTS

RADIO CORPORATION of AMERICA
ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N.J.

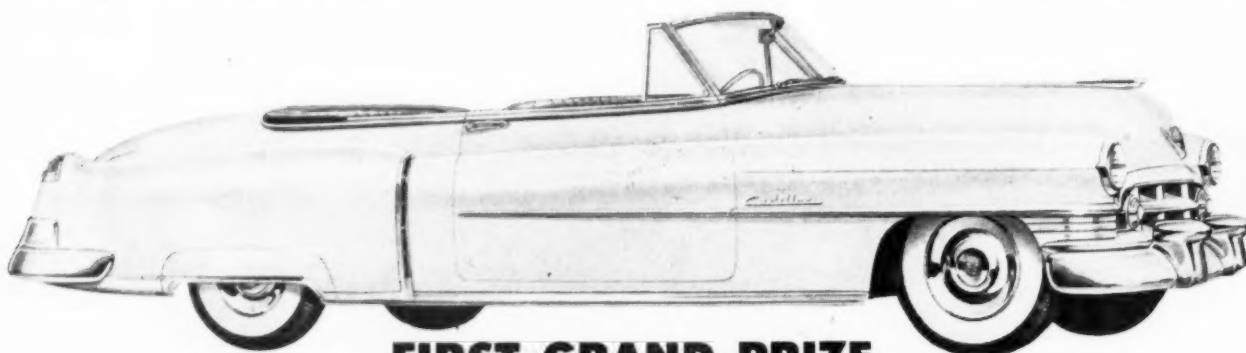
In Canada: RCA VICTOR Company Limited, Montreal



WANT TO CADILLAC

HELP YOURSELF to 912 exciting awards worth \$9700 in new "Cosmo-Quiz" contest based on Cosmopolitan's Sept., Oct., and Nov. issues.

YOU'RE ELIGIBLE, if you work for a national advertiser or an advertising agency—your wife and children are invited to participate, too.



FIRST GRAND PRIZE

Winner will receive a new 1951 Cadillac Convertible (illustration above shows 1950 model) on or about January 15, 1951, or as soon thereafter as manufacturer can make delivery under existing conditions.

JUST ANSWER THESE 15 QUESTIONS FROM SEPT. COSMOPOLITAN!



Page numbers in italics tell you where in Cosmopolitan you'll find the beginning of the feature on which the question is based.

- 1. Pg. 34.** Zsa Zsa is the nickname of:
a. Sari Gabor c. Eva Gabor
b. Magda Gabor d. Jolie Gabor

- 2. Pg. 48.** After her One Wonderful Night, Martha went to her office wearing a corsage of:
a. 2 white roses c. 2 red roses
b. 2 gardenias d. 4 white orchids

- 3. Pg. 64.** When dancing, the man should hold a woman:
a. six inches away c. bodies touching
b. heads touching d. at arm's length

- 4. Pg. 29.** Daphne drove their car over her husband because:
a. he beat her c. he told her to
b. he fell d. he didn't teach her to drive

- 5. Pg. 56.** In Happy Stella's Schottische Five, Pansy played the:
a. zither c. harmonica
b. ukulele d. washboard

- 6. Pg. 58.** Phil Kraft said the time for a young woman to be in Paris is:
a. Spring c. Fall
b. Summer d. Winter

- 7. Pg. 62.** Gladys told George she was willing to trade her Ph. D. for:
a. a grunion c. a kiss
b. a mink coat d. marriage

- 8. Pg. 80.** A chef was responsible for the name of one of these horses:
a. Behave Yourself c. Broker's Tip
b. Burgoo King d. Bubbling Over

- 9. Pg. 145.** Comparing their respective achievements as conquerors, Napoleon declared Caesar to be:

- a. beyond comparison c. not up to his bootstraps
b. his superior d. his equal

- 10. Pg. 40.** The first meeting between Sarah and Pitt Pine II took place at:

- a. the old Hawkins house c. Dr. Petersen's party
b. the Poise office d. Tanner, James & Giesen

- 11. Pg. 70.** After Corregidor's fall, the Japs installed John David Provoo in quarters once occupied by:

- a. Halsey c. MacArthur
b. Quezon d. Wainwright

- 12. Pg. 44.** If you want to marry a secretary, you are advised to marry:

- a. a blonde c. your own
b. a brunette d. someone else's

- 13. Pg. 74.** All the following drugs are classified as antibiotics, except one:

- a. Penicillin c. Stibamine
b. Polymyxin d. Streptomycin

- 14. Pg. 50.** According to J. Edgar Hoover, FBI agents were given the name "G-Men" by:

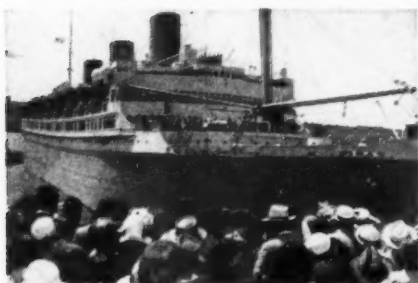
- a. "Pretty Boy" Floyd c. "Machine Gun" Kelly
b. "Shoe Box" Annie d. J. Edgar Hoover

- 15. Pg. 66.** On a visit one night to Coney Island, Dorothy and Dick took with them:

- a. a king and queen c. their children
b. an actor d. a princess

WIN A NEW CONVERTIBLE?

WANT TO WIN Two-Week Bermuda Vacation for Two?



SECOND GRAND PRIZE

Includes de luxe accommodations, New York to Hamilton and return, on Furness Line's *Queen of Bermuda*; 9 days, with meals, at luxurious *Princess Hotel*; private car and driver for sightseeing.

WANT TO WIN New Zenith Television- Radio-Phono Combination



THIRD GRAND PRIZE

Breakfront cabinet, with doors, in Chipendale period, finished in swirl mahogany. Huge 238 square inch television screen, Armstrong FM and standard broadcast radio, 3-way automatic record changer.

MONTHLY PRIZES

For each of 3 months—
September, October and November

1st MONTHLY AWARD

A 14-kt. solid gold Ronson lighter (\$240.00 value) or a Martin "60" outboard motor.

☆ ☆ ☆

2nd MONTHLY AWARD

A 34-piece set of sterling silverware (Gorham, Oneida or Wallace).

☆ ☆ ☆

3rd MONTHLY AWARD

Zenith Universal portable radio.

☆ ☆ ☆

PLUS 300 ADDITIONAL PRIZES
for runners-up each month.

Here Are The Contest Rules!

1. **Eligibility**—anyone employed by a national advertiser*, or by an accredited advertising agency, is eligible to enter any one or all three of this series of monthly contests, including the husband, wife or children of any person so employed. Employees and immediate families of employees of Cosmopolitan, its advertising agency and Richard Manville Research are excluded. *Any advertiser using one or more of the following media: national consumer magazines, network radio and/or television; newspapers, billboards and/or radio and TV spots in 5 or more cities in different states.

2. Coupon in this ad constitutes official "Cosmo-Quiz" entry blank. To enter contest, check on coupon correct answer to each quiz question. Then complete in 25 words or less the statement "I enjoyed Cosmopolitan because..." Mail your filled out coupon to Cosmopolitan, P. O. Box 80, Grand Central Station, N. Y. 17.

3. Entries for each month's contest must be postmarked no later than midnight on the last day of the month of the issue of Cosmopolitan on which each quiz is based. Monthly prize winners will be notified within 30 days following closing date of each contest. Grand Prize winners will be notified within 45 days after closing date of final monthly contest, Nov. 30, 1950.

4. Individual contestants will be limited to one entry in each monthly contest. All entries must be the original work of the contestants.

5. Monthly prizes will be awarded on the basis of correct answers to quiz questions.

6. Grand Prizes—winners of 1st, 2nd and 3rd

prizes in each monthly contest will be eligible for the Grand Prize awards at conclusion of third and final monthly quiz. Only their prize-winning monthly entries will be considered in determining these awards.

7. In case of ties, monthly and Grand Prize winners will be determined by neatness, originality, interest and aptness of thought expressed in the 25-word statement. In case of ties, again, duplicate prizes will be awarded to each of the tying entries.

8. Entries in each monthly quiz will be judged by Contest Div., Richard Manville Research, independent contest-judging organization. To determine Grand Prize winners, the 25-word statements of the three top winners in each of the three monthly contests will be judged by three prominent advertising executives, serving as volunteer judges. Judges' decisions will be final. If judges cannot agree, final Grand Prize winners will be selected by Contest Div., Richard Manville Research.

9. All entries must carry sufficient postage. Entries become property of Cosmopolitan Magazine; none will be returned. Names of contestants, other than the three top winners in each monthly contest, will not be used in advertising without express consent in writing.

10. This contest is subject to all Federal and local regulations.

11. After Grand Prize winners have been announced, a list of all monthly winners will be mailed to entrants sending in fifteen cents in stamps to cover postage.

12. It is expressly understood and agreed to by each contestant that in accord with above rules, neither Hearst Magazines, Inc., nor Richard Manville Research will incur any legal liability to nor be responsible to said contestant for any negligence, error, act or omission in handling or judging contestant's entry.

To: Cosmopolitan, P. O. Box 80
Grand Central Station, New York 17, N. Y.

Here are my "Cosmo-Quiz" answers for Sept.:

- | | |
|------------|-------------|
| 1. A B C D | 9. A B C D |
| 2. A B C D | 10. A B C D |
| 3. A B C D | 11. A B C D |
| 4. A B C D | 12. A B C D |
| 5. A B C D | 13. A B C D |
| 6. A B C D | 14. A B C D |
| 7. A B C D | 15. A B C D |
| 8. A B C D | |

Complete statement
below in 25 words or less:

I enjoyed Cosmopolitan because _____
(Print, please)

HERE'S YOUR OFFICIAL ENTRY BLANK

Cross out on coupon at right one letter—A, B, C or D—corresponding to the one correct answer to each question. Be sure also to complete the 25-word statement. This entry must be in the mail on or before midnight September 30.

Note to those competing as a spouse or child (rule #1 above): enter your own name on line under "Firm" and use the coupon identification spaces for name, address, etc. of person whose business connection establishes your eligibility.

Name _____

(Print, please)

Address _____

City _____ () State _____

Firm _____ Title _____



**MICHIGAN INCOMES
RATE A BIT OF**

Extra attention!

Michigan is one of the very few states in the country where annual family incomes average over \$4800*... and the earners of 387,331 of these high-level incomes live in homes where one of the eight Booth papers is read daily!



Sales Management Survey of Buying Power

Like more facts? Write or call—

The John E. Lutz Co., 435 N. Michigan Ave.,
Chicago 11, Superior 7-4680

A. H. Kuch, 110 E. 42nd Street,
New York City 17, Murray Hill 6-7232

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

NEWS REEL



R. E. GREGG

Becomes general sales manager of the Kendall Mills Finishing Division, Walpole, Mass. Mr. Gregg has been associated with The Kendall Co. since 1930.

HUGH R. CONKLIN

New manager of grocery sales, Franklin Baker Division, General Foods Corp., the former associate sales manager has been with the firm since 1933.



RICHARDSON W. DAVIDSON

Named vice-president and general sales manager of The SoundScriber Corp., he has held the title of sales manager since joining the firm, April, 1949.

HARRY W. CHESLEY, JR.

Elected vice-president in charge of national sales for the Pepsi-Cola Co., he will head national accounts, industrial outlets and military business.



J. E. WELDY

Appointed marketing manager of the Carboloy Co., Detroit, will be responsible for all sales and merchandising for both carbides and special metals.

G. F. KEETON

Appointed manager of field sales for American Kitchens, the American Central Division-Avco Manufacturing Corp., at Connersville, Ind., plant.



CONTINENTAL CAN CO., INC.:

E. R. Van Meter (left), former sales manager, Paper Container Section, is named general manager of new Paper Container Division. C. E. Eggess (right), former general sales manager, Paper Converting Division, elected vice-president, Fibre Drum Div.



People like the Holopainensh

Like many Americans of fine immigrant stock, John Holopainen built his own success. He came from Finland 37 years ago with a few dollars and a lot of hope. Six years of hard work and careful saving brought him title to an abandoned Massachusetts farm—a house with sagging floors and leaky roof, surrounded by 170 acres of rundown land and rock-strewn woods.

Little by little John Holopainen and his wife improved their home and land. Good farming has brought them prosperity . . . exemplary living has given their country the kind of family that makes it strong.

One son now operates the farm, gets high milk output from a herd of 50 Holstein cattle. Two other sons operate their own factory, producing farm and construction machinery (in-

vented by Waino Holopainen) for military as well as civilian jobs. The daughter is married to an engineer who helps supply electricity to the county.

Today the John Holopainens enjoy the satisfactions of a full life—with security and the contentment of a well-reared family firmly established in the Land of Opportunity.

These Country Gentleman subscribers, whose story is told in the September issue, are the kind of readers who help make a magazine strong—the kind of citizens who help make a nation secure.

"Skip" Holopainen has profited from modern agricultural developments, including artificial insemination, which makes it inexpensive to up-breed cattle, and the use of penicillin and aureomycin to safeguard his herd's health. He averages close to 500 quarts of milk daily, gets 3 to 4 cuttings of hay per year, makes a gross income well into five figures.



"Skip," his wife Helen, 3-year old Davey and a new baby occupy main part of this freshly painted farmhouse. They have living room, dining room, 4 bedrooms, bath. The elder Holopainens have their own apartment in rear wing with living room, dining alcove, kitchen, bath. House has central heating. The two families have separate cars.



The best people in the Country turn to

Partnership help keep America secure



▲ John Holopainen, right, proudly watches as his two sons, Waino the inventor and "Skip" the farmer, demonstrate farming possibilities of the Power Digger, capable of moving boulders, uprooting trees, digging ditches, uprooting shrubs. 800 Power Diggers have already been produced in the nearby Hubbardston factory of which Waino is chief stockholder.



▲ Already both families own many automatic appliances—electric refrigerators, gas ranges, electric mixers and toasters. "Skip" and Helen's plans for further modernizing and refurbishing include buying a washing machine and electric dishwasher. Much of their income also goes into farm equipment. They now own 2 trucks, 2 tractors, automatic field chopper, milking machine, and cooler.

Country Gentleman

THE MAGAZINE
FOR
BETTER FARMING
BETTER LIVING

New nationwide survey among retailers in 11 different classifications again reveals that dealers consider Country Gentleman's 2,300,000 prosperous families their Best Rural Customers.

How to stretch a good s

You can do it with

MECHANIZED

MECHANIZED SELLING works for you at a cost you can count in pennies. The results pay off in dollars added to your profit margin! Put the high speed and low cost of advertising to work for you. By quickening the first three steps to a sale (see

chart) MECHANIZED SELLING stretches your sales force—adds precious time to each salesman's day which he can devote to the specialized jobs that he, and he alone, can do best: making a specific proposal and closing the order.

THAT'S MECHANIZED SELLING AT WORK!

Have you seen the fast-reading McGraw-Hill booklet "ORDERS AND HOW THEY GROW"? It describes Mechanized Selling in the language of the man who needs it most—your salesman! We'll be glad to send you a copy.

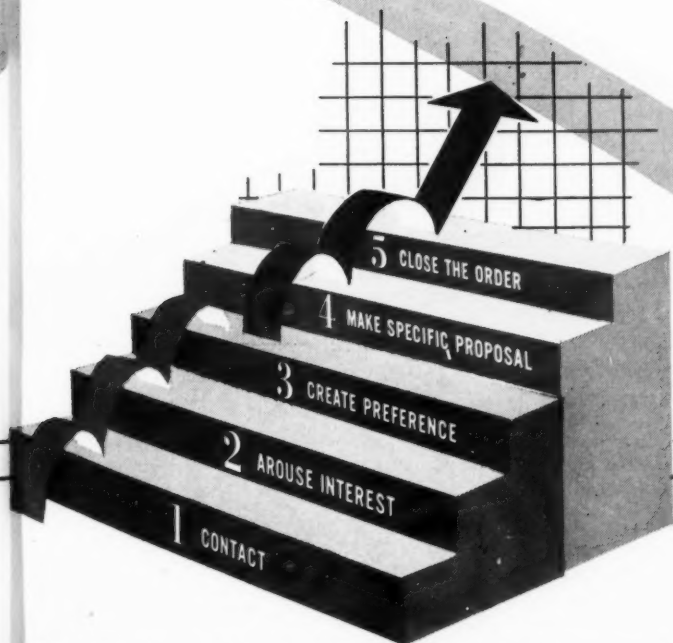
HEADQUARTERS FOR BUSINESS INFORMATION

McGRAW-HILL PUBLICATIONS

330 WEST 42nd STREET, NEW YORK 18, N. Y.

salesman

SELLING



When advertising is doing its job on steps one, two, and three, your salesman has more time for steps four and five. This is MECHANIZED SELLING at work.

THE COST of taking your product to market is usually as important in your profit picture as how many units you sell.

A sales budget that has to be stretched to cover outsize selling costs can't help cutting into your profits. That's why your skilled salesman's time is money.

He must use expensive time to the best possible advantage.

You can help him by clearing away preliminary selling chores.

Plan your loose-leaf catalog around a colorful, handsomely-designed Heinn Protecto-Process binder. This is the first step toward increasing the sales power of your catalog — persuading shoppers to become your customers. As originators of the loose-leaf system of cataloging, we can make many valuable suggestions. Ask for them — no obligation.

THE HEINN COMPANY
326 WEST FLORIDA STREET
MILWAUKEE 4, WISCONSIN

ORIGINATORS OF THE Loose-Leaf SYSTEM OF CATALOGING

Power Of Persuasion sells merchandise! Catalogs with the greatest P-O-P have these two valuable basic elements:— 1. Heinn Protecto-Process printed covers to command attention and stimulate action; 2. loose-leaf pages to permit full use of up-to-date dynamic, dramatic display of your products comparable to your magazine and newspaper advertising.



more
P-O-P
for your
catalog



The Scratch Pad

BY T. HARRY THOMPSON

The date reminds me: Tessie O'Paque says she likes that motto of the Marine Corps, "September Fideles."

Our founding fathers who admonished us to "avoid entangling alliances" must be pirouetting in their sarcophagi.

Jim Grady overheard this at a Merchants & Manufacturers meeting: "It's hard to decide whether to be a Republican and go to the poorhouse or be a Democrat and help to build them."

An item here on plants requiring a lot of water after they've been potted, the same as humans, reminded O. T. Schroeder of an earlier S-P line: "Don't get caught with your plants down."

"Dewdrop" sounds like an unhappy name for an airplane.

The strangest thing about Michael Strange is her name.

Capsule caricature: "He has no more friends than a singing commercial."

And then there was the Nutmeg Song: "It's Gonna Be a Grate Day."

Carnations naturally resent being called "pinks."

The column thanks Hal Speckman, v.p. of Philadelphia's McCandlish Lithograph, for the handsome mid-year calendar, with its faultless reproduction of a Gordon Grant waterfront scene.

Curtain speech: "Pull down that shade!"

"The gravy-train out of Washington is so long, the engineer can't even see the caboose."—*The Evening Bulletin*, Philadelphia.

Bob Peck, account-exec at the Vanden Company, Chicago, sent me a copy of "Hooks & Slices," by Jim Igoe, Jr., v.p. of Inland Lithographing, Chicago, published by Callahan, also of the Windy City. Cartoons and captions about golf, as you would expect from the title, and guaranteed to suit you to a tee.

Incidentally, when *Quick* reviewed the book, Bob cracked: "A Quicksotic turn of events."

HEADLINE PARADE

Some enchanted eating! — *Penn Fruit Stores*.

Keep abreast of beauty.—*Partos Brassieres*, spotted by Don Southgate in *British* magazine.

It says the nicest things about you! —*Cadillac*.

All fishermen are nuts (that head ought to get attention!) — *Chicago Tribune-New York News Syndicate*.

The damndest charts you've ever seen.—*The American Legion Magazine*.

How to attract attention in Hollywood.—*NBC Spot Sales*.

Watch the buyers go Ford.

New York's Mutual Life took an entire 24-page magazine-section in *The New York Times* awhile back to publicize its new, 25-story home on Broadway at 55th. Ads of some 58 equipment-firms were included.

Mercurochrome covers a multitude of shins.

St. Paul's Larry Clark reports this sign on a filling-station cafe near Garrison, Minnesota: "Eat our hamburgers and get gas."

Mercury sets 1950 record, it says here. Ford Motor could make capital of that.

Science has come up with a "poly-thene" bottle that bounces but doesn't break . . . a boon to a sleep-drugged guy reaching into the medicine-cabinet by dawn's early light.

SALES MANAGEMENT



Believe It or Not...
**YOU'RE SEEING
 DOUBLE!**



Yes 2 Rich Buying Markets
YOURS at One Low Cost in the
Cleveland Plain Dealer

To effectively reach the tremendous buying power of this compact Cleveland market, national advertisers need the Plain Dealer. For the P.D. and *only* the P.D. covers Greater Cleveland *and* the 26* adjacent counties—the two big buying markets illustrated above. Retail sales in this market total some \$2,668,699,000. Here are *two* major retail markets, served thoroughly by the Cleveland Plain Dealer, and at *one* low cost. Yes, in one newspaper and at one low cost, you can support your dealers by reaching your prospects in these two big and important markets.

	(Cleveland) Cuyahoga Co.	26 Adjacent County Area*
Total Retail Sales	\$1,550,676,000	\$1,118,023,000
Food Sales	389,870,000	288,979,000
Gen. Merchandise Sales	292,468,000	101,952,000
Drug Sales	44,760,000	23,102,000
Furn., Hsld., Radio Sales	82,885,000	52,248,000
Eff. Buying Income	2,516,329,000	1,645,901,000

*Akron, Canton, Youngstown not included



The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.

CLEVELAND
PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
 A. S. Grant, Atlanta

In baseball, the "cellar" team in the league will beat the champs once in a while



...but it's the way they finish the season that counts



day after day
year after year...

WMC STAYS OUT FRONT!

It is practically impossible to be the only radio station in a major market these days. But if WMC can't be the only one, it can be—and is—the best. At least, that's the verdict of advertisers, as proven by this fact.

EACH YEAR, FOR THE PAST FIFTEEN YEARS, WMC HAS CARRIED MORE LOCAL, REGIONAL AND NATIONAL SPOT BUSINESS IN TERMS OF

DOLLAR VOLUME THAN ANY OTHER RADIO STATION IN MEMPHIS.

For more than 10 CONSECUTIVE YEARS—a "selective" local department store has broadcast 52 weeks each year, for a total of 3,432 quarter hour programs over Station WMC.*
(Name furnished on request.)

WMC
MEMPHIS

WMCF
WMCT

260 KW Simultaneously Duplicating AM Schedule
First TV Station in Memphis and the Mid-South
National Representatives, The Branham Company
Owned and Operated by The Commercial Appeal

**NBC-5000
WATTS-790**

They say injections of talcum powder may save the life of certain heart-patients. Going beyond its face-value, as it were.

Home-buyers who deal with reputable builders will have no cause to call it a house-and-lottery.

Oranges and tangerines are sisters under the skin.

A theatrical producer, on the other hand, is good to the last flop.

I've been saving a headline for the day when ants begin dying off: "Moribund Ant Life."

Many a dog-breeder wishes for some sort of runt-control.

Nir—"What was it the Piper Cub said to the B-36?"
Wir—"I don't like your altitude."

An aviatrix, I suppose, washes her petticoat in the slip-stream.

Joe Miller died before he could say that air-conditioning beats the heat, and jazz heats the beat.

Wonder why a belfry is never entered in a steeplechase?

In "The Making of a Spy," *Life* did a saccharine piece on traitor Harry Gold and his boyhood poverty. Most of us were relatively poor kids, but we didn't grow up to sell our country down the river.

I like a lute in a current jig: "The World Owes Me a Loving."

STRAPLESS: What Junior wishes Pop would.

A Delhi educator wants to give literacy back to the Indians!

How's That Again? Dep't: "... at every crossroads, hamlets, towns, and cities I can possibly visit." Senator Francis J. Myers of Pennsylvania.

They say self-respecting canaries are fleeing the Harz Mountains in the East German zone.

There's a specific word for the noisy serenade given newlyweds: "Charivari." You doubtless knew that.

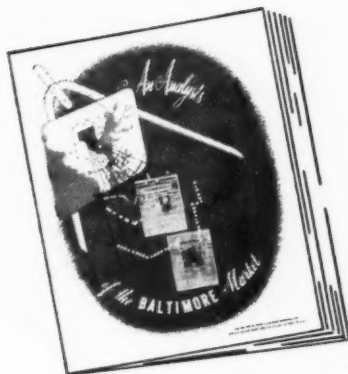
A reading of the will is a sort of heir-conditioning.



58% coverage at a single cost

THE BIGGEST COVERAGE OF RICHER BALTIMORE

Baltimore has the money. In 1949 the city showed the largest increase in net, effective family buying income among the nation's 32 largest cities. And Baltimore is *buying*. Retail sales reached an all-time high in '49. To reach this richer Baltimore use the News-Post, the paper with Baltimore's greatest coverage (58%) reaching 198,299 City Zone families* at less cost, and at a *single* cost. (Total net paid, 227,091).



● To know all the facts about Baltimore today, ask to see this new Analysis of the Baltimore market.

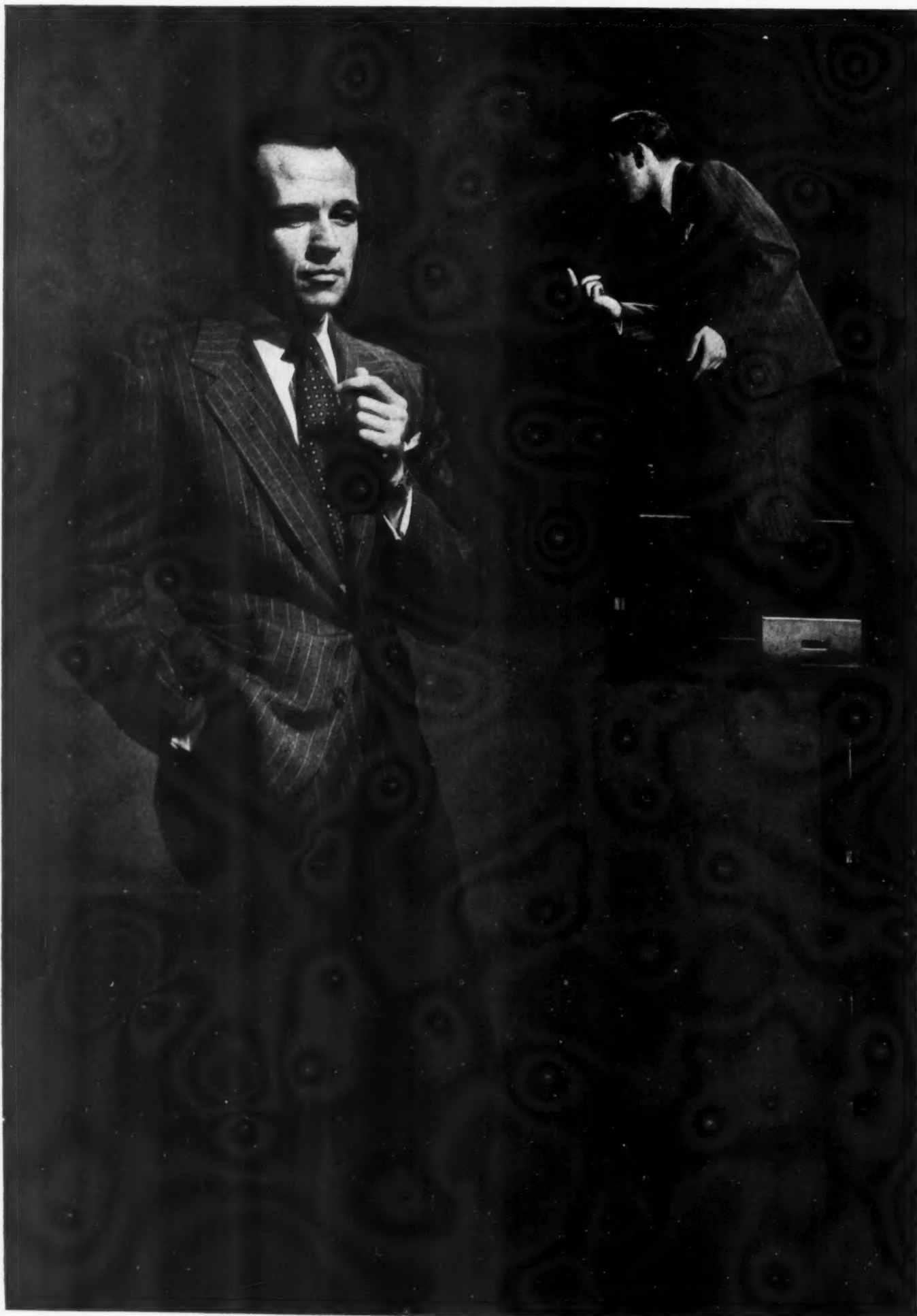
Baltimore News-Post

First in Circulation . . . First in Coverage in the 6th Largest City

A HEARST NEWSPAPER—Represented Nationally by Hearst Advertising Service

Offices in principal cities: Philadelphia • Baltimore • Boston • Chicago • Detroit
Los Angeles • New York • Pittsburgh • San Francisco • Seattle • Fort Lauderdale, Fla.

*ABC City Zone based upon Bureau of Census 1947 surveys for Metropolitan Districts. Among the ten largest markets in the U. S., Baltimore's rate of growth is exceeded by only two West Coast Cities.



The curse of a good memory—

WE HOLD with the philosopher who said, "Many a man fails as an original thinker simply because his memory is too good."

The curse of a good memory is that it's always easier to remember how a thing *was* done than to think of a better way to do it. And people are prone to take the easier road.

To counteract that very human failing, we make the ability to produce *fresh current thinking* the measurement of everyone who works at Young & Rubicam—for we think

it is the greatest asset an advertising agency can offer its clients.

When people realize that their incomes, their security, their personal success depend on how well they do a thing, they usually end up doing it very well indeed.

Take proficiency at providing fresh current thinking—apply such thinking with judgment—and you have the approach that Y&R uses effectively for many different products, in many different fields.

YOUNG & RUBICAM, INC.

Advertising • New York Chicago Detroit San Francisco
Hollywood Montreal Toronto Mexico City London

GOOD HOUSEKEEPING

increases sales

143%

for Ralphs chain



Ralphs Grocery Company, one of the largest
food retailers on the West Coast,
with 32 stores in the Los Angeles trading area, devoted their
entire efforts for two weeks to an exclusive promotion of
GOOD HOUSEKEEPING Guaranteed products. Sales increases
set a new high in the food and grocery field.

25,000,000 women know — the product that has it, earns it.





Guaranteed Brands to Be Featured in Big Sale and Contest Program
Los Angeles Examiner

RALPHS, GOOD HOUSEKEEPING JOIN HANDS IN VALUE EVENT!

Quality Guarantee of National Publication Back of Every Product

301 Prizes Stated in Two Weeks' Contest

Now! YELLOW Blue Bonnet Margarine is 3-WAYS BETTER

Protected in PURE Almond!

75-Year Growth Told

See the Seal of the Good Housekeeping Institute on all products. It means the product has been tested and found to be of the highest quality.

See the Seal of the Good Housekeeping Institute on all products. It means the product has been tested and found to be of the highest quality.

Inner Foods

Good Housekeeping

See the Seal of the Good Housekeeping Institute on all products. It means the product has been tested and found to be of the highest quality.

SAVE on Good Housekeeping!

Guaranteed Now at Ralphs!

See the Seal of the Good Housekeeping Institute on all products. It means the product has been tested and found to be of the highest quality.

FRESH FRUITS & VEGETABLES	
Apples	8¢
Grapefruit	4¢
Squash	2¢
Spinach	10¢
Onions	2¢
Dates	20¢
Wesson Oil	26¢ 50¢
Kola	2¢ 11.97
Eleven Facial Tissues	1¢ 30¢ 1-79¢
White new cleaning material	50¢
Cammy Soap	50¢
LAX	50¢
Whiskers	9¢
15¢	13¢

WINDOWS AND INTERIORS IN ALL 32 STORES featured the Good Housekeeping Guaranty Seal and GOOD HOUSEKEEPING Guaranteed products in windows, on counters and aisle ends.

MORE THAN 40 PAGES OF NEWSPAPER ADVERTISING were devoted to GOOD HOUSEKEEPING Guaranteed products, including a six page section in the Los Angeles Examiner.

HUNDREDS OF WOMEN ATTENDED RADIO SHOW Broadcasts over KHJ, Los Angeles, blanketed southern California with the GOOD HOUSEKEEPING sales story.

RESULT: "The Seal-bearing items advertised showed an average increase of 143 per cent over normal," reports Albert Ralphs, Jr., Vice-President of the chain.

proof again

35¢
per
copy

GOOD HOUSEKEEPING sells goods

The Homemaker's Bureau of Standards

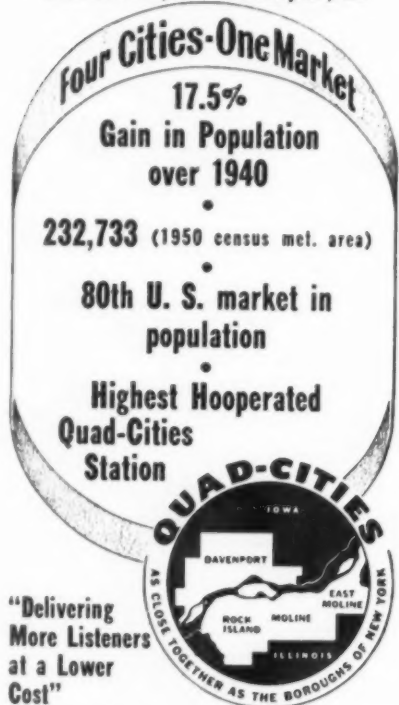
9,971,000 readership

57th Street at 8th Avenue, New York 19, New York

If you are interested in similar promotions for your store, write:
Merchandising Division,
GOOD HOUSEKEEPING
57th Street at 8th Avenue
New York 19, N. Y.

Quad-Cities

Rock Island, Ill. Moline, Ill.
East Moline, Ill. Davenport, Ia.



WHBF AM • FM • TV
5000 WATTS
BASIC ABC

ADVERTISING for The U.S.F.&G.

... Shows how agents and brokers of the United States Fidelity & Guaranty Company make essential contributions to the welfare of the communities they serve by protecting business against financial loss.

... Tells this story to American business executives in straightforward advertisements via *Time*, *Fortune*, *Newsweek*, *Business Week*, *U.S. News and Nation's Business*.

... Since 1932, advertising for U.S.F.&G. has been planned by

Van Sant, Dugdale

Advertising Since 1912
BALTIMORE

Write ... Wire ... Call Today

WASHINGTON

Bulletin Board

Government Converts to Defense

Most businessmen remember what a scramble for materials is like during a war shortage. You always need some kind of certificate. Hence every product and service is made to look essential. Step by step, a tortuous, zigzagging path is traced from the apparently dispensable product to something obviously needed either by the troops or the munitions workers.

The same kind of thing has been happening all through Government, both executive and legislative branches, for a month. Government work faces budget cuts and losses of staff as the Civil Service Commission sends applicants for jobs only to agencies with Defense assignments.

Finding Defense work is a matter of salesmanship. A bureau chief must persuade the Security Resources Board or the Armed Services that he has something to offer. Heads of bureaus look back to what their organizations were doing during the war, offering repeat jobs. Since people in the Government are highly precedent-conscious, this approach is probably more effective than originality.

From the start, Commerce was tapped to run industrial controls. There's been no necessity for hawking insofar as the Department, as a unit, is concerned. But for particular groups inside the Bureau the future has been misty and their chiefs are forced to peddle.

The Wage and Hour Division of Labor put out a long release recalling it's old war work for the Armed Services, WPB, OPA, etc.; one assignment, for instance, had been to take a fast inventory of the nation's stock of tires and inner tubes. Other divisions in the Labor Department are recalling their old connections with the War Labor Board and the War Manpower Commission. The United States Employment Service probably will be an informal War Manpower Commission.

When you control production, you

must allow exceptions to the anti-trust laws. During the war these were granted by the Justice Department, which in practice rubber-stamped the requests of WPB. The Federal Trade Commission's part was to stop interfering with discriminatory discounts. Now the FTC sees possible opportunity "on behalf of Small Business" in okaying such exemptions jointly with the Justice Department. It will make profits investigations for the Defense agencies, as it did during the war.

Congressional committees also are budgeted. Budget money flows most smoothly to committees tying on in some way to the Defense Program, which alone has been keeping Congress in session so long.

The Celler Committee, which had been investigating the antitrust laws, was the first to catch the drift. Hereafter, it will investigate business practices that "impede defense work."

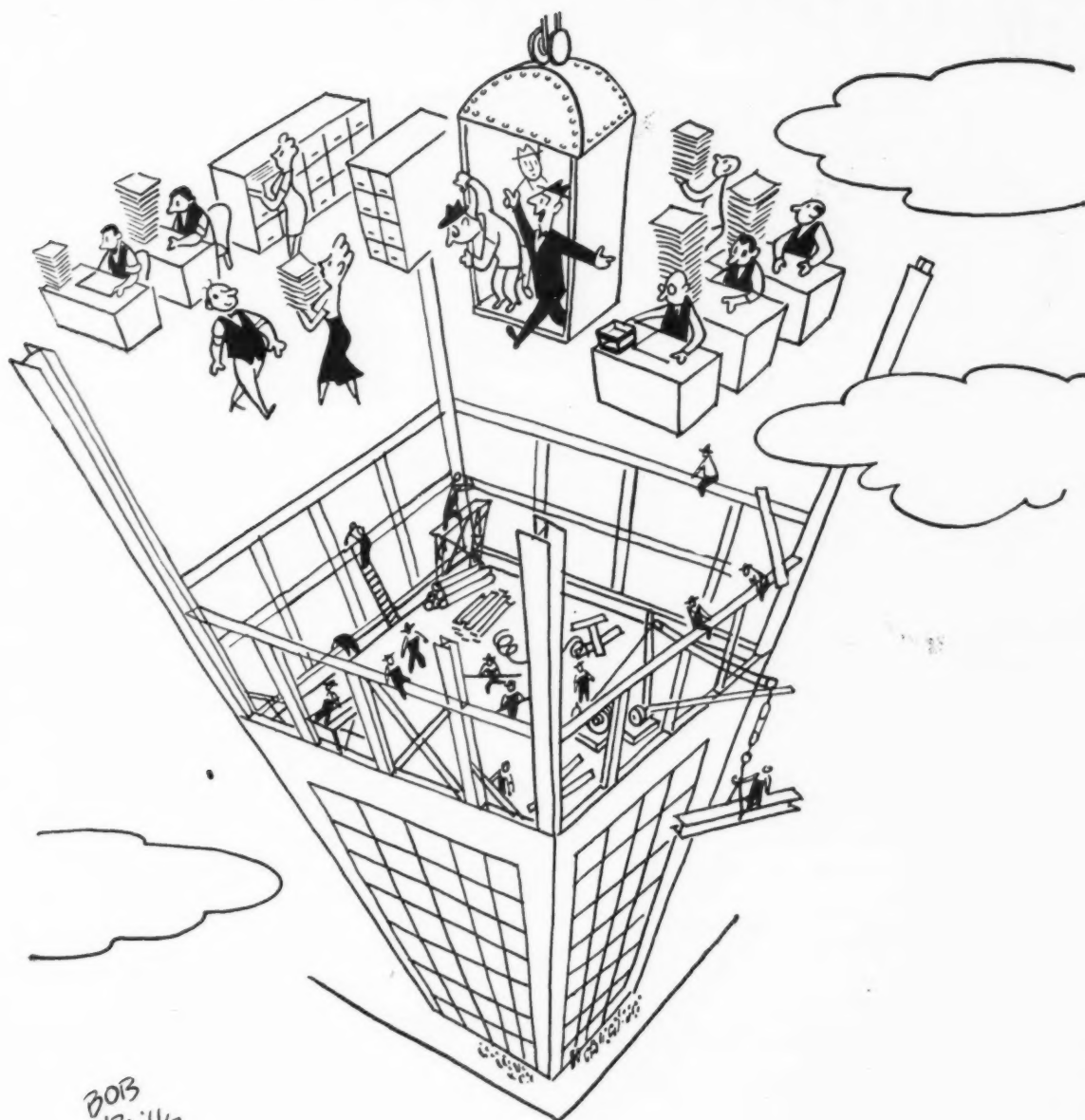
Investigation Switch

Another committee, Senator Kefauver's, had been looking into racketeering, especially gambling. Gradually it has been switching its work to uncovering ancient gray and black markets, some of which, fortunately, were run by genuine, certified gangsters.

All this brings about great changes in Government, parallel to those taking place in business. In the process, different people rise to the top.

The types of individuals who rise will be different agency by agency; to Washingtonians it's a commonplace that agencies have personalities. The stubbornly earnest souls will get into the new OPA if there is one; the negotiators will find the future WPB; the vague will wander into the Manpower Commission.

Meanwhile, there's keen competition to be represented on the advisory committees of the future De-



"The builders can't keep up with our growth since we hit a market of 2,500,000 Iowa people in the Des Moines Sunday Register!"

Advertising in the Des Moines Sunday Register sure builds sales . . . and buildings!

Where else can you find such a sales-making combination as this: *one* paper coverage of a whole state market of 2½ million people who spend 5 billion dollars per year!

The Des Moines Sunday Register spreads out more than 500,000 strong over Iowa—with 50% to 100% coverage in 86 out of 99 counties. State average is 75%—or 3 out of 4 buying families!

As a market Iowa *must* be called amazing. Urban spending tops big cities like San Francisco or Boston. Farm spending is the highest *anywhere!*

Now you know why only 9 other cities have Sunday newspapers as big as the Des Moines Sunday Register—why it stands 7th in general advertising lineage among *all* Sunday newspapers! Milline rate, a modest \$1.57.



PACKAGES A STATEWIDE URBAN MARKET RANKING AMONG AMERICA'S TOP 20 CITIES

ABC CIRCULATION March 31, 1950:
Daily, 372,051—Sunday, 540,192

THE DES MOINES REGISTER AND TRIBUNE

Gardner Cowles, President

Represented by:

Osborn, Scolaro, Meeker & Scott
New York, Chicago, Detroit, Philadelphia

Going after the FARM MARKET?



Get COUNTY AGENT
NICHOLS
on Your Side!

*H. M. Nichols (right), County Agent at Panhandle, Texas,
"holds a meeting" with Hereford Breeder J. P. Calliham.*

If you want to sell the farm market, cultivate the good will of County Agent Nichols—and the other 20,944 County Agents, Vo-Ag Teachers and Extension Leaders. This is the influence group on which 6 million farm families depend for help and advice.

Mr. Nichols' influence is widespread. In fact, last year he—

- Made 957 farm and ranch visits
- Received 2,062 office callers
- Made 1,172 phone calls
- Wrote 165 newspaper articles
- Held 57 adult training meetings attended by 4,262 farmers
- Conducted 21 adult demonstrations attended by 11,934 farmers
- Drove 14,509 miles in extension work
- Conducted various activities in crop, livestock and poultry production, soil and water conservation, rodent and insect control, animal health, and weed and brush control.

Plenty of places where a nod for your product could mean sales!

Mr. Nichols says: "As a County Agent, I like the way **BETTER FARMING METHODS** is set up each month. The editorials show considerable thinking. It is obvious that the editors go out of their way to get material direct from the County Agents. The advertisements contain much information which helps me in my contacts with farmers. **BETTER FARMING METHODS** is kept human and, therefore, very readable."

CCA
20,945



A regular schedule in their business magazine will help you get on the right side of Mr. Nichols and the other 20,944 key farm leaders.

**Business Magazine for Leaders who
TRAIN and ADVISE Farmers**

Better FARMING METHODS
WATT PUBLISHING CO., MOUNT MORRIS, ILL.

fense agencies. The usual make-up has been Agriculture, Industry, Labor. During the war there had been no National Distribution Council and distribution was not formally represented anywhere. NDC this time has put in a bid for distribution, almost certainly with success.

If Government's reaction to the emergency consists of hastily copying 1940-1945, so does that of the lobbies. All through August as Congress was assembling the control planks into a bill, the lobbies dragged from their files the various exceptions to controls, which they sponsored in 1945 and which finally undermined controls altogether. These they got various Senators to promise to introduce as amendments.

Making an Impression

Agency men considered it vital that the President accompany his signature to the bill with a message. A message justifies taking 10 days to deliberate over what Congress has done. Meanwhile the lawyers could draft orders assigning powers to the several agencies, and the agencies could draft their regulations. Then, immediately upon signature, these documents could be thrown upon the public almost at once, creating the impression of purpose and efficiency.

At Commerce, the plan for controls was virtually complete well before the bill had been enacted. There was to be a Defense Production Agency or Administration, headed by William Henry Harrison, head of I T & T. DPA was to be independent of the Department in practice and, perhaps, to become so legally as well, when and if it was ordered to ration and to control prices. No price control agency will be housed in that Department.

Initially, it was to consist of three branches: a requirements committee, a program bureau and a bureau of industry operations. It's on the requirements committee that people will fight for materials. On it will be represented every group using scarce materials: the Armed Services, Agriculture pleading for steel with which to make tractors and plows, Interior demanding mining equipment, and possibly Commerce itself representing whatever is merely civilian.

In a sense, it's all premature. The elaborate machinery will have been created soon and will get more elaborate week by week. But at the start, the machine will be idle most of the time. Not until November, at the earliest, will the Armed Services know what materials they need.

* New City Discovered by Space Buyers

Sales of Metropolitan Newspapers Prove Modern St. Louis is 'St. Louillmo.'

A great new metropolis has appeared on the space buyers' map. It's called St. Louillmo, a super city that takes in Metropolitan St. Louis and 86 city-conscious counties in Southern Illinois and Eastern Missouri.

St. Louillmo is the descriptive name for Modern St. Louis, based on the city's influence instead of old-fashioned city limits. And it requires a special sign. And it requires a special name to help advertisers realize that city circulation covers only a part of the market.

The influence of every modern city goes far beyond its city limits. What stops this influence short is the influence of another large city.

Philadelphia's influence stops New York City's . . . Chicago bumps into Milwaukee . . . Detroit, into Toledo . . . the county

by county sale of newspapers proves this to be true, in proportion to the size of each city.

BUT IN THE CASE OF ST. LOUIS THERE ISN'T ANOTHER BIG CITY WITHIN 240 MILES!

The metropolitan influence is great in all directions, creating one solid city-conscious area that advertisers must cover to really cover this market . . . St. Louillmo . . . where St. Louis dailies outsell the newspapers of any other metropolis.

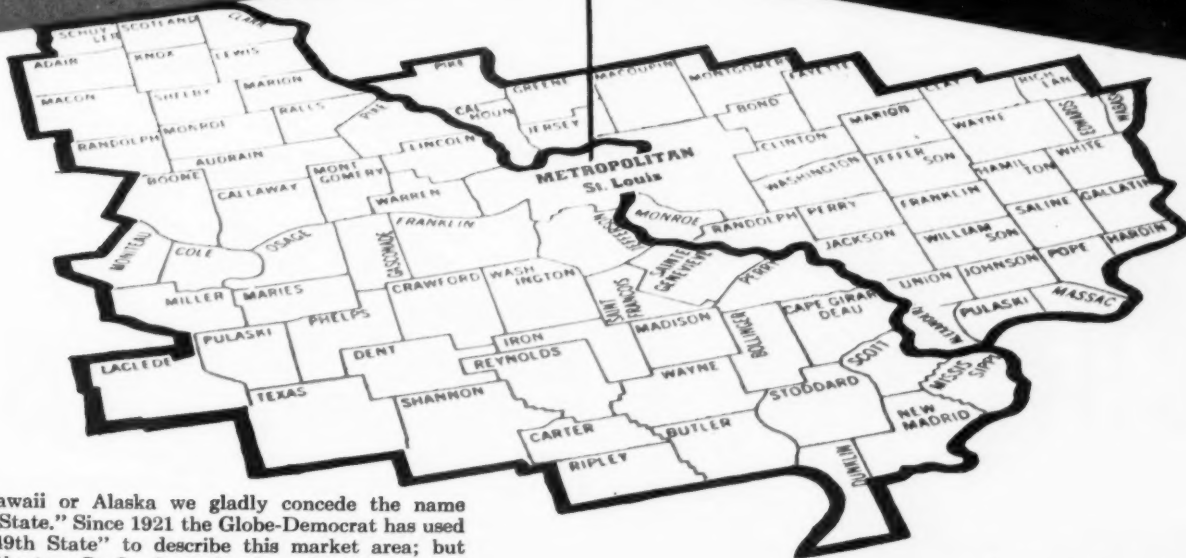
And only the St. Louis **GLOBE-DEMOCRAT** covers St. Louillmo conclusively!

St. Louillmo (MODERN) (ST. LOUIS)

A Metropolis of 287 thriving neighborhood communities in the heart of the Great Mississippi Valley

St. Louis Globe-Democrat

... Largest Daily Circulation and the only newspaper that conclusively covers St. Louillmo



*To Hawaii or Alaska we gladly concede the name "49th State." Since 1921 the Globe-Democrat has used the "49th State" to describe this market area; but today the true St. Louis market is no longer a "state" . . . it's a bustling big "city" . . . it's St. Louillmo!

SEPTEMBER 1, 1950



THE DAILY NEWS
CONSISTENTLY PRINTS
**MORE GROCERY
ADVERTISING**

THAN ANY OTHER
CHICAGO NEWSPAPER
MORNING, EVENING
OR SUNDAY

In the
First **6** Months of 1950

THE CHICAGO DAILY NEWS PRINTED

1,883,265
LINES

OF TOTAL GROCERY ADVERTISING

The Score

Total Grocery Linage in Chicago Daily Newspapers
First 6 Months 1950*

	Linage	% of Total
DAILY NEWS	1,883,265	42.0
Tribune	1,167,546	26.1
Herald-American	998,790	22.3
Sun-Times	429,414	9.6
	4,479,015	100.0

Source: Media Records, Inc.

*Liquor Linage Omitted

THIS WAS
42%
OF THE TOTAL
FOOD LINAGE PLACED
IN ALL CHICAGO
DAILY NEWSPAPERS

IT WAS
715,719
MORE LINES THAN
CARRIED BY THE
2ND CHICAGO
NEWSPAPER

CHICAGO DAILY NEWS

For 75 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

• NEW YORK OFFICE: 9 Rockefeller Plaza
• DETROIT OFFICE: Free Press Building

• LOS ANGELES OFFICE: Story, Brooks & Finley Inc., 624 Guaranty Bldg.
• MIAMI OFFICE: Horace E. Loomis & Sons, 1524 N. E. Second Ave.



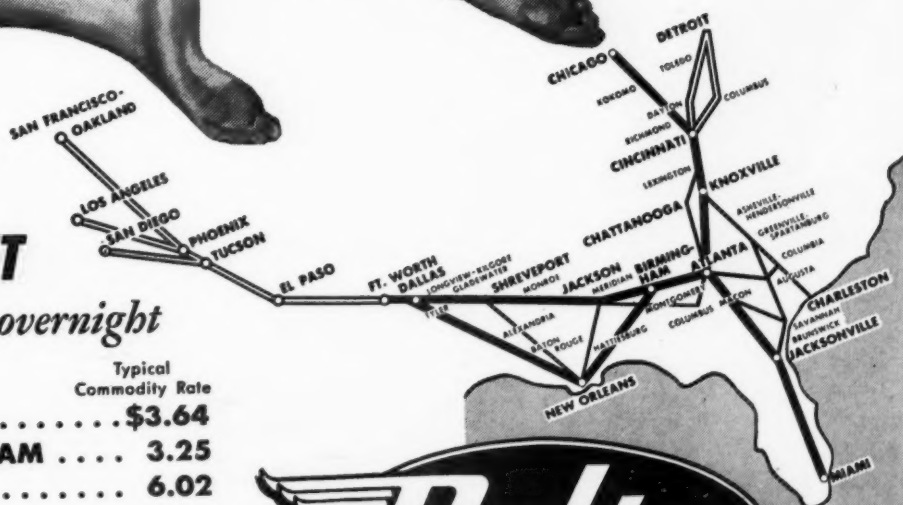
A lissom young nudist named Kate
Said "I'm merely the victim of Fate.
My clothes that are not here
For sure would have got here
If only I'd sent them AirFREIGHT."

DELTA airFREIGHT

Fills bare shelves overnight

Per 100 lbs. between	Typical Commodity Rate
CHICAGO-KNOXVILLE	\$3.64
CINCINNATI-BIRMINGHAM	3.25
DALLAS-ATLANTA	6.02

For complete commodity rates and schedules, write airFREIGHT
Department, Delta Air Lines, Atlanta, Ga.





In Philadelphia nearly everybody reads The Bulletin
Evening and Sunday

ADVERTISING OFFICES: Philadelphia, Filbert and Juniper Streets • New York, 285 Madison Avenue
 National Advertising Representatives: Sawyer-Ferguson-Walker Company • Chicago • Detroit • Atlanta • Los Angeles • San Francisco

IF

- THE WAR GETS HOTTER
- CONTROLS ARE INCREASED
- CIVILIAN PRODUCTION IS CUT BACK
- RATIONING IS NECESSARY

Part 2: ADVERTISING POLICIES AND PRACTICES

In a period when advertising is not required for direct product selling what should a brand-name manufacturer or service company do? Stop advertising? Brag about his great contribution to the emergency? Switch over entirely to "public service" advertising? Talk about what will be available after the emergency is over? If advertising is needed for today's selling of a product or service, should the advertiser also contribute space and time to the nation's needs? The possible answers are many and varied.

As pointed out in this space August 15, we can only guess as to the sum total of our investment for preparedness or possible war, but President Truman's first request for \$10 billion has been supplemented by requests for new items. New defense,

by the time all items are totaled up, is likely to cost \$22 billion in the next fiscal year, and the total for old and new defense about \$36 billion. Whatever the exact total may be, it is a certainty that very few companies can—or should—advertise on a business-as-usual basis.

Let's turn back to the 1941-1942 period and see what can be learned from the pages of SALES MANAGEMENT.

First, how did business men rank the importance to their own businesses of the most vital wartime jobs of advertising? The Cochrane Co., a Boston public relations firm, made a survey to get the ideas of manufacturers. It turned out as follows:

1. To maintain goodwill—where regular business is seriously affected. 199 points.

2. To promote more efficient use of goods and services. 184 points.

3. To explain shortages and price increases. 172 points.

4. To contribute to the general war effort. 156 points.

5. To secure acceptance of necessary substitutes. 145 points.

6. To sell usual products in the regular way. 126 points.

7. To tell company's part in the war effort. 110 points.

8. To cultivate new war-created markets. 105 points.

9. To replace sales calls to trade. 73 points.

10. To replace sales calls to large customers. 52 points.

From SM, page 15, May 1, 1942

WHAT DOES THE PUBLIC WANT?

The General Electric Co. went direct to the public to find out what



The Business Trend rose to a new high level of 257 in July 1950. Increases were registered in New Orders and Business Spending.

Preliminary estimates of the Business Trend indicate a level of 261 in August. For advertising policies at this level, see text above.

a company should advertise. As Robert S. Peare explained in SM, page 18, May 1, 1942, "We were looking for guideposts which would provide a broad framework in which the efforts of our particular company could be placed to best advantage. . . . The study made for us by the Psychological Corp. was directed toward discovering if the public wanted advertising, what kind of advertising it wanted or what it wanted to be told in its advertising. . . ." Emphatically, the public did want advertising even though the product wasn't available.

1. *By far the largest proportion of the people were interested in service or maintenance advertising.* Approximately 90% wanted to be told how

they could make their automobiles and appliances last longer, how to conserve the merchandise they already had.

2. *Second in popularity (85%) of advertising subject matter was peacetime products still available.*

3. *About 75% of the people wanted to know what research was being done to develop new products and what steps companies were taking to deal with unemployment after the war.*

4. *Half of the people wanted to have companies tell them about the war products they were making, or their war activities.*

"Among the four broad types of information enumerated, the one which the public least wanted indus-

trial companies to tell them about in their advertising was war products and war activities. This finding was constant by income groups, geographic areas, men and women.

"This particular finding has aroused considerable discussion and even controversy. This is only natural in view of the fact that some companies have concentrated their institutional advertising heavily on their war production and war activities. Indeed, one company's institutional advertising has been described as creating the impression that this company is waging the war single-handed!"

"NECESSARY AND BENEFICIAL"

Back in 1942 the public wanted advertising, and the majority of business executives decided that it was necessary and beneficial, but as L. M. Hughes pointed out, SM, page 24, November 1, 1942:

"The messages change. Advertisers this year have used many million dollars' worth of space and time to promote War Bonds, recruiting, collection of scrap and conservation of many things.

"The advertisers change. Some companies are forgotten already, because they have not kept their reputations alive in these rapidly-changing times. Others have stepped forward to make a place for themselves in the public consciousness and goodwill.

"Habits and conditions change. From a land of plenty America has become a land of scarcity, in many of the things by which we judged our standards of living.

"Advertising has proved it can help America meet these new situations.

"Priorities and preparations for war today affect everyone's business. They create many conditions beyond the control of the individual executive.

"But there is one thing he *can* control.

"He can keep on trying to build his *reputation*, his *recognition*. And that, after all, is the only real and permanent asset any manufacturer or product can have.

"The reasons for not advertising are about as valid as the reasons for committing suicide. The reasons for advertising are stronger than ever now."

The article from which the quotations above were taken reviews the themes of the 1942 campaigns of nearly a hundred companies.

In the early stages of World War II, far-seeing advertising executives

(Continued on page 118)

Why Advertise When We Can't Deliver?

"Now about our advertising. Why advertise when we can't deliver? For the best reason in the world. Because this company is in business to stay. I say again that this national emergency is only temporary. But what's going to happen when it's over? People still will have definite needs for the products we make. Do you want these millions of buyers to forget us and our line? If they do, we'll all be out of jobs.

"Advertising is more important right now than ever before. It has a bigger job to do because it must keep people sold on our products, even though they can't buy them. We're not only going to continue our advertising—we're going to do even more. It's another form of business insurance.

"You keep your dealers sold. Our advertising keeps our customers sold. Sales and advertising must and will work together for the future prosperity of this company and its employees.

"You will hear about companies whose salesmen have ceased to make their regular calls. These same companies have stopped advertising. Our policy is different. We believe that in the long run we will prosper while they will fail.

"Keep all of these things in mind. Remember, you're selling for the future as well as for right now. And don't pay too much attention to this 'depression after the boom' talk. If you do your job as we intend to do ours, there'll be no depression for us."

(EDITOR'S NOTE: The above paragraphs are from a letter written April 21, 1918, by a sales manager—name unknown—to one of his men. The complete letter, answering a number of "emergency" questions, appeared in SM, page 16, August 1, 1941.)

Crosley Cracks the Sales Standings

In 21 months, "first place" plans and action lift "also ran" into refrigeration's Big Three. Growing line of appliances, TV and radio ride crest of the tide. Bill Blees' strategy: "Slip up on the leaders' cocky or blind side, and slug 'em. Pretty soon, they'll get so mad they'll promote you!"

General Motors Corp. and General Electric Co. may be duly grateful to the North Koreans for saving them from Crosley.

At the rate Crosley Division of Avco Manufacturing Co. has sold electric refrigerators since November, 1948, when William Albert Blees* moved in as vice-president of Avco and general sales manager of Crosley, it began to look as though the one-two standings of GM's Frigidaire and G-E wouldn't stand very long.

In 21 months, Crosley has climbed from 10th to pass Kelvinator for third, and is breathing hard on the necks of the leaders.

In 1947 Crosley sold about 220,000 refrigerators.

Last year it sold 500,000.

"Up to September 1, 1950, alone," Bill Blees says, "we've sold more than 500,000. If we'd had production capacity, we could have sold 200,000 more. We could already be in the number-two spot. Wherever we can put enough boxes we can out-sell everyone."

A Good Start

"We started in a two-front war," Blees explains, "with refrigerators and a couple of electric ranges on one front and radio receivers on the other. We hadn't really got going in television receivers.

"Now we're all over the map."

Slender, gray, be-spectacled Blees pulled out some figures for SM. In the first seven months of Avco's 1950 fiscal year, from last December 1 to July 1, as compared with the same period of a year ago:

Television sets sales were up 70%.

Refrigerators nearly doubled.

Ranges and radio receivers both rose 300%.

Freezers expanded 600%.

New kitchen cabinets climbed from zero to \$2.5 million.

Electric water heaters have just joined the line.

Meanwhile, in the first half of the current fiscal year, Avco's over-all net sales (excluding sales of one division or affiliate to another) increased nearly 40%, from \$71 to \$98 million, while its net income gained 92%, from \$2.5 to \$4.8 million.

Of Avco's total sales, Crosley now produces nearly 60%.

The rest is divided, in order, among the New Idea Division, farm equipment; American Central Division, kitchen sinks and cabinets, waste disposers, etc.; Crosley Broadcasting Corp., operating radio station WLW, Cincinnati, WINS, New York, and TV stations in Cincinnati, Columbus and Dayton; Lycoming-Spencer Division, aircraft and industrial engines, commercial and residential boilers.

The Family

A new relative of the family, in which Avco has bought a 16% controlling interest, is Bendix Home Appliances, Inc., washers, ironers and driers. (Blees says: "Bendix is a leading company, with a good sales and distribution organization. We hope to contribute to it.")

Older relatives, maintaining what Victor Emanuel, Avco's chairman and president, calls its "planned diversification," are New York Shipbuilding Corp., ACF-Brill Motors Corp., buses and trackless trolleys, Hall-Scott Motor Division, engines.

But in the postwar change from The Aviation Corp. to Avco Manufacturing Co., this 21-year-old outfit sold control of Consolidated-Vultee and interests in Pan American Airways and American Airlines, both of which it helped to organize, and is concentrating primarily on products for home and farm, and radio and television broadcasting.

Compared with its \$1 billion a year average wartime volume in planes and ships, etc., Avco has shrunk quite a bit. But Emanuel thinks it is sinking roots in permanent "durable" consumer industries.

The books look healthy, and so do the prospects.

Compared with only \$1 million a decade ago, current assets as of last November 30 were \$48.9 million—more than three times current liabilities of \$14 million. Not included in \$91 million total assets were such affiliates as New York Ship and ACF-Brill.

At present rate, Avco's sales for fiscal 1950 would reach \$200 million—perhaps \$60 million more than the \$137 million of 1949.

Of this, Crosley alone would provide about \$120 million.

But what happens from here depends on how much of Crosley's, and Avco's, manpower, materials and facilities Uncle Sam may need.

Changes Made

Sales and promotional plans suddenly have been adjusted to the new era which began when the Red Koreans moved on June 25. . . .

Last fall the new Crosley sales strategists hit competitors hard with a record "\$2 million giveaway" contest.

For this fall, starting in September, Crosley had plans all set for a "Better Products for Happier Living" contest. The division and its 72 distributors and 15,000 dealers were going to give 30,000 Crosley products—worth more than \$2 million at retail—for brief statements on "The happiest day of my life," plus \$500,000 or more to charities and churches of the winners' choice.

Starting September 5, Crosley had scheduled a three-month series of 35 dealer meetings to present 1951 refrigerators and other products, including its first full-scale contenders in television. . . .

The dealer meetings and other parts of the fall program—among which is a \$3.5 million advertising campaign—will be held.

But on July 11 Crosley decided that "happier living" was the wrong note to strike now.

On July 13 Blees wrote dealers: "Even though thousands of dealers have already joined in this activity," the "international tension and the many uncertainties facing us" caused Crosley to postpone the contest.

But Crosley is going ahead with plans for nearly twice as many dealer meetings as were held last fall; for its largest campaign, in magazines,

*He's the man on the cover for this issue.

newspapers, farm and business papers and other media; for sponsorship of the weekly TV network Sid Caesar show; for displays at state fairs before an estimated 22 million people; for sales promotion and intensive merchandising.

Through distributors, Crosley is helping dealers to conduct such local promotions as the "Crosley Community Carnival," "Meet-the-User" campaigns, and range and freezer schools.

A year ago, Crosley got a four-month jump on competitors by launching 1950 refrigerators in the early fall. Again, Blees says, "we are going to place Crosley dealers in a strong competitive position by putting the 1951 lines in your hands early in the fall." Dealers can "offer new model merchandise, with a lot of new features, at a time when many other dealers will be trying to sell old models."

Bill Blees concluded: "We stand ready, and I am sure you do, too, to place all our facilities at the disposal of the Government. . . . In the meantime, the job of supplying the country with durable goods for the home is essential to the nation's general economy and well-being"

Meet the President

By the time he was 30, shrewd, daring, hard-hitting Victor Emanuel had amassed \$40 million by buying, building and selling public utility empires. Then, with the depression and the passage of the Holding Company Act, he fell flat.

With the war, he rose again. V-J Day found him in Cincinnati, his "terribly little" Avco acquiring all of Powel Crosley's major operations except the Cincinnati Reds and the little Crosley car; preparing in electronics, home and farm equipment to engage such giants as GM, G-E, Westinghouse, RCA, Philco, International Harvester.

But, except for powerful and profitable Station WLW, Crosley's offerings consisted of some radio sets (produced largely to extend and intensify the station's coverage), a couple of electric ranges, and Shelvador refrigerators, on which the basic patent on shelf-in-door was to expire in February, 1950.

In the first three postwar years, however, Crosley made out on the momentum of pent-up demand. In fact, between 1946 and 1947 net sales (about half of them supplied by Crosley) doubled to \$105.7 million. The next year they reached \$140.5 million.

Then the momentum had died. Selling became hard. In electronics



((#1)) **PLANNER**—Victor Emanuel, president, intends to see the "terribly little" Avco Manufacturing Corp. rank as high in home and farm appliances and equipment, television and radio as when the 21-year-old company turned out \$4 billion of equipment in World War II.

and appliances, Crosley could hardly hold the eighth or 10th spot.

Under Avco, Crosley had done quite a bit to strengthen production facilities. But drastic sales reorganization and stimulus were needed.

The man Emanuel picked for this job comes from Missouri—by way of Detroit, New York and California. He has sold, as he says, "everything from bananas to automobiles and airplanes." In his 57 years he has reorganized the sales operations of a half-dozen large companies.

The people who work with Bill Blees in Crosley today have a lot of things to say about him—specifically three: (1) He thinks and plans big; (2) he's dynamic and flexible; (3) he knows how to develop people and to get them working with him.

After graduation from University of Missouri, the official biogs. start him as a retail automobile salesman in Kansas City, and then move him to Chevrolet in Detroit, under Richard H. Grant.

But Bill Blees likes to recall that, even earlier, he learned retailing, and humanics, from Richard W. Sears of Sears, Roebuck. Sears believed that "people are essentially honest."

Blees, too, believes it pays to trust.

"In raising my boys, I told them it had been my experience that, given the opportunity, most people want to be fair in a business transaction. I told them the best way to illustrate this characteristic is that if you have an apple to divide, nine times out of ten you will get the bigger half if you hand it to the other fellow and ask him to divide it.

"The very act of handing it to him indicates you are willing for him to have the bigger half. Because you have been so generous, his reaction is to give you the bigger share to prove he is as generous as you are.

"When you find the tenth fellow who hogs the bigger share, don't

fight with him over it. You'll destroy the apple—not only his half, but yours also.

"The simplest way to handle this fellow is to let him have the bigger half, walk away, and don't ever give him an apple to divide again."

One Blees contribution to Chevrolet was an accounting system for dealers. (Wherever he has gone he has emphasized the importance of cost and other controls.) He became head of General Motors Accounting Co.; then sales manager of Pontiac. The depression found him, again under Grant, with the job of keeping Buick, Olds and Pontiac going—as vice-president of sales of B-O-P.

"Helping dealers to sell under such difficulties," he says, "was one of the hardest—and most satisfying—things I've ever done."

Then he "roved a bit." He became vice-president of the former J. Stirling Getchell, Inc., working on Chrysler's Plymouth and DeSoto advertising; he helped Geyer, Cornell & Newell (now Geyer, Newell & Ganger) get the Nash part of the new Nash-Kelvinator Corp. (They already had Kelvinator.); working with George Mason of N-K to reorganize its sales operations.

War Years

For three wartime years he was vice-president and Pacific Coast manager of Young & Rubicam, where he handled the Convair account.

The Bleeses like California. When, late in the war, he finished his stint with Y&R, he was all set to retire and settle down there. His sons had gone into the movies. Then they went to war. In 1945, within four months, two of them were killed. . . .

At 52, Bill Blees decided to go back to work.

He moved in as vice-president for



((#2)) STRATEGISTS—John W. Craig (left), manager of Avco's Crosley division, gets a blow-by-blow account from William A. Blees, general sales manager, on Crosley's progress in learning to push its biggest competitors around.



((#3)) TACTICIANS—Good news from the front lines of 15,000 retailers is read by three Avco assistant sales managers. L. to r.: R. K. White, in charge of sales promotion, sales training, etc.; M. R. Rodger, in charge of the western division, and V. C. Havens, who directs advertising and public relations. Separate picture is of C. W. Kirby, assistant general sales manager in charge of the eastern division.



sales of Convair at San Diego. But the market for airplanes is limited. He wanted to get back selling simpler things to a great many people.

When he moved to Cincinnati, in November, 1948, his first—and dominant—thought was to make Crosley more than an also-ran. Already he was thinking in first-place terms.

To him it was not only possible but logical that Crosley be first.

The big competitors seemed ripe for such an eventuality.

"There's always a tendency," he explains, "for the leaders to overestimate their own strength and underestimate the other fellows." Because Ford became too blind-cocky, General Motors was able to move in. And then GM got cocky, and Chrysler took advantage of it. . . . In radio, Philco *used to be* a puny little orphan beside big G-E and RCA.

This "over-estimation" encourages, and helps, smaller and more flexible contenders. "Soon, every move the big fellows make tends to strengthen the others.

"At Crosley we looked for opportunities to slip up on the blind side of the big fellows. We wanted to get our position entrenched before they realized what we were up to.

"Among other things, we knew that the trade and the public love an underdog—who can fight."

But, in Crosley's own organization, Blees first had to implant "first-place thinking."

New Blood, Too

It also involved new blood. However, "the trick of reorganization," he explains, "is to change the viewpoint of people who are already there, and then to attract others. In Crosley we released only three salespeople. We've hired 300.

"In fighting a war today, and in fighting for business, the general or the sales manager must organize large groups of *average* people, and make the most of their abilities and their loyalty.

"The sales manager's job is based on psychology, strategy, organization and money."

Some indication of the extent to which Avco came across with the money is shown in the fact that, whereas the corporation's total sales were virtually unchanged in 1949 from 1948, sales and advertising expenses climbed from \$7.4 to \$11 million. In the first half of fiscal 1950,

sales and advertising expenses were \$6.9 million, or at an annual rate of nearly \$14 million.

Crosley reports that in two years its own advertising expenditures have tripled.

But Blees and his sales leaders had to develop psychology and strategy.

"I started out by trying to earn and get the confidence and cooperation of our own people—not only in sales but in manufacturing, engineering and other departments. Their cooperation has a lot to do with effective sales."

His concept of a team embraces all Crosley people, as well as distributors and dealers. When the division held a distributor convention at Cincinnati (Continued on page 112)



MR. TV HIMSELF . . . Each year since 1946 Dr. Allen B. Du Mont's Laboratories have doubled their sales volume. But this year, tall inventor-engineer-businessman Du Mont is making news by setting his dial at a staggering \$75-80 million goal! The lion's share will come from the sale of TV home sets. Du Mont's expansion has been like nothing else under the TV sun. Unlike other giants in the appliance field, it had no ready-made distributor setup to begin the postwar period. In '46, the firm franchised five dealers in New York City. This year the roll call showed 36 distributor-hands, over 1,500 dealers. The Doctor's aim: 3,000 dealers by fall. Allen B. (for Balcom) Du Mont got out of Rensselaer in 1920. His shyness—still apparent—didn't prevent his landing a job in the development laboratory of Westinghouse Lamp Co. He snuggled down to the work as naturally as if it had been tailored to him, was soon engineer in charge of production of radio receiver tubes. One of the ideas he sired sped production to the unheard of level of 5,000 an hour. And he won the Westinghouse prize for the most valuable contribution to company progress. He started his own Laboratories with an initial investment of \$500 made a TV empire of it.

IT WON'T BE HIS FAULT . . . if American housewives don't manage their homes better, decorate them more attractively, cook more imaginatively than ever before. It will all be done, not with magic, but with a new publication, *Better Living*. And the man who intends to bring it to the counters of some 5,200 grocery stores (4,000 of which will be super markets) is a gentleman named Edward W. Miller. He's president of Mass Market Publications, Inc., which will bring out *Better Living*, and he's completed the financing (\$1,500,000), half of which was anted by McCall Corp. *B.L.* will be distributed exclusively by Super Market Institute. It will be introduced sometime after the first of the year and, shortly, will announce its key personnel. Edward Miller, a man with a droll wit which doesn't quite hide a trigger mind, has a wealth of food chain sales promotion and publicity work in his background. He left no stone unturned to assure himself and his backers that *Better Living* would have excellent distribution, tremendous circulation (guarantee for the first six-months: 1,250,000) and the most attractive format possible. Already he has brought home the bacon—320 signed circulation contracts in the house.



GUY GILLETTE



NOTHING MAKES HIM MADDER . . . than people who take colds for granted. Pshaw! says John S. Hewitt, new general manager and vice-president of Anahist Co., haven't they heard of a product called Anahist? This native New Yorker, who began his sales career with Wm. De Muth, manufacturers of smokers requisites, has also worked for Colgate-Palmolive-Peet (keeping people clean), for Andrew Jergens Co. (keeping them un-chapped), for The Borden Co. (keeping them well-milked) and for Pabst (keeping them mellow). The marketing of Anahist's brand-new Atomizer, which sprays a fine mist of antihistamine, will be Mr. H's first responsibility. "My hobby," he says, "is Florida." There he maintains a winter home in Winter Park, and is active in all sorts and conditions of community affairs. But he *doesn't* think Florida is any substitute for Anahist. People have colds in Florida, too.

They're in the News

LOST IN THE SHUFFLE . . . a mere five years ago that was Burgermeister beer's plight. Its brewer, San Francisco Brewing Co., was quietly desperate. Then up stepped Henry E. Picard, a veteran soft-drink man. This man Picard, S. F.'s new president, was a merchandising hustler—and practical to boot. He, almost single-handed, changed San Francisco Brewing's marketing picture. Under his aegis the company tossed out its private labels, got going under a full head of steam on Burgermeister. Today the beer stands third in volume in the State of California. Picard, who gardens avidly as a hobby (but raises no hops), did it by a number of devices. Some of the simplest and most telling: He told his salesmen to stop hanging out in bars to "buy" business. He dropped all draught beers, spent a whacking sum on advertising and sales promotion. Despite all this he calls himself "an ordinary, straight-forward businessman." He refuses to work either Saturdays or Sundays, is having a picnic landscaping the grounds of his new home. He tells his own Burgermeister story on page 42.



By Harry Woodward

Brewer Wins New Lease on Life By Killing Private Brands

Based on an interview by Elsa Gidlow with

HENRY E. PICARD*

President, San Francisco Brewing Corp.

In 1944 the San Francisco Brewing Corp. threw out its private labels, got out of the price scramble, and began to concentrate on aggressive promotion of one brand. Today Burgermeister beer stands third in the California market.

Burgermeister beer, product of the San Francisco Brewing Corp., today stands third in volume in the State of California, and sales have increased about 130% over the war-time peak. But as recently as the early '40's the company was fighting a losing battle for survival among competitors.

This transition from sickness to health is essentially a story of one major policy change. The company in 1944 dropped a baker's dozen private brands, all of which had been sold under different labels, and concentrated on one quality brand: Burgermeister. That brand was backed with a rigid distributor policy and, for the first time, given the benefit of aggressive promotion and advertising.

The Lonely Price Factor

What has happened to Burgermeister in the last six years vividly illustrates the fallacy of producing for a price market and expecting competitive prices to compensate for the absence of (1) advertising; (2) aggressive and continuous sales promotion; (3) intelligent merchandising to and through the distributor and his customers. It is, too, the story of building brand consciousness and the importance of so doing.

In 1944 when the corporation took stock of itself under a brisk and merchandising-minded new general manager, Henry E. Picard, it was selling beer under 14 different labels. None of them ever had been sold, merchandised or advertised to the public.

See "They're In the News" page 41.

Mainly, the brewery produced for various private outlets or groups of outlets selling at price market. It also had draught beer.

When he took over, Mr. Picard went over the books for years past. He found that a formidable amount of money was spent for pretty labels. He found that the firm's salesmen spent a lot more over the bar trying to "buy" business. He found that most of the brands were sold for very low prices. "But combing the figures with a fine-tooth comb," he says, "I found that practically nothing was spent on advertising or merchandising." He also found other evidence of a non-promotional approach.

It is worth noting that Mr. Picard had never run a brewery. He had some 15 years' experience in the beverage industry. He was and is a "natural" merchandising man. He immediately laid down a new policy in which "promotion" was the key word.

13 Too Many

From 1938 to the start of the war the corporation had been in considerable difficulties. By 1942 it had dropped some of its many labels, but when Mr. Picard took over in 1944, 14 were still being sold. One brand, Burgermeister, was the quality beer of the line and brought the highest price.

Caught by OPA with low prices, exceedingly low in the case of the draught beer, Mr. Picard's first move was to discontinue the draught beer and all bottled brands except one.

"We determined to attack the market with a single brand: Burgermeister." With satisfaction, Mr. Picard says, "One day I burned up \$10,000 worth of labels."

There was a near-rebellion among customers of San Francisco Brewing Corp., particularly over discontinuance of the draught beer. The company even had to convince the OPA that it had a right to take this action, which was essential to the long-range selling plan which was being worked out.

However, a policy of frankness and fairness toward distributors, of taking them into the firm's confidence and making them in effect a part of the selling organization, won and kept their loyalty. Out of the original 48 distributors all but four are with the firm today. Together with distributors since added, they are supported by a distributor guidance program which is a major part of the selling plan.

Long-Range Planning

This plan was not aimed at the easy goal of making the most sales and profits then and there in the existing sellers' market, but it laid the foundation for a future steady growth.

Says Mr. Picard: "What we did was to put ourselves in the position of thinking and acting as though we had to sell, advertise and merchandise for every dollar of business, because we knew we would have to when the war ended. We insisted that our distributors do the same in relation to their retail customers."

The plan that took shape is, in its main lines, that under which the brewery now operates. In a relatively short time it made Burgermeister one of California's best known brews and one of the very top in sales. This same plan this year brings the brand to more than doubled production in a much-expanded sales territory. It boils down to these points:



NO COMPARISONS, NO FANCY CLAIMS: Simple messages tirelessly repeated in outdoor media and newspapers, and in spot radio announcements, year-round, keep the fickle public from forgetting.

1. A well-defined distributor control policy.

2. Aggressive and continuous advertising.

3. Careful attention to point-of-sale problems.

4. The working out of methods for encouragement and cultivation of the off-sale (home consumption) rather than on-sale (bar) market.

First Quality First

"Ahead of everything, of course," Mr. Picard says, "we placed the aim that must precede all promotions: a sound product. In our case that meant to make a good glass of beer. We could have sold a lot more beer immediately if we had been willing to compromise on quality. Instead we insisted, in what was often a period of substitutions and lowered standards, on never using any materials which were not customarily used in the brewing industry. We refused to water down our beer. We might have increased sales faster, but without this policy we would not have the advantages we enjoy today."

As fast as construction materials, labor and equipment became available, the brewery implemented its quality aim with plans for increased

production by a total revamping of its premises and modernization of many departments. As of today it has spent some four and a half million dollars, making its San Francisco plant one of the most modern anywhere.

Not the least of the gains is an aspect of "advertising" not always considered at the production end of a business. There is no aroma of stale beer anywhere in or around the Burgermeister premises. Promotion, as well as the more obvious reasons for a good air-conditioner system, was in mind when the brewery installed a system that changed the air every five minutes.

The Burgermeister distributor policy is one of the strongest planks in the foundation of its success. It might be summed up this way:

Demand the best . . . give the most.

Works This Way

It involves (1) strict and careful choice of distributors, putting emphasis on sales-mindedness and financial responsibility; (2) close control and guidance; (3) going all out in helping them to do the kind of job you want done.

The "strict but fair" approach to distributors was instituted with the start of the new management policy. It started in 1944 with product allocation based on purchases made dur-

ing an 18-month period prior to 1941.

The former draught beer customers, whose product was discontinued along with the 13 canceled brands, were allocated the same amount of beer in bottles that they had been buying by the barrel. Thus they were not placed at a disadvantage with other dealers. Close control was necessary during the years of product scarcity to make sure that distributors, in their allocations to retail customers, followed the policy the brewery had laid down; also that they in their turn behaved toward their customers as the firm was behaving: as if they were in a buyers' market.

Dealers In Line

"From the start," Mr. Picard says, "we made it clear to our distributors that they would follow our policy if they wished to continue doing business with us."

Desiring control over its distributors, one of the first demands the brewery made was that the distributors themselves keep good records. "Since we required them to do a good job for us, it was up to us to see that they made money," Mr. Picard emphasizes.

The brewery decided to place two men in the field, one a direct assistant to Mr. Picard who, at the start

of a program of close sales guidance, assisted the distributors in installing complete sales record systems. (The Kardex Record was the one most frequently used.)

Forms for the record were prepared and supplied by the brewery. At regular intervals the field men would check these sales records. At a glance they were able to see if, and where, a distributor needed help.

For example, suppose a distributor did not sell certain accounts, or sell as well as he should: The brewery's field man would investigate, call on the retail customer if necessary, try to find out the reason for the failure. If a personality clash, a grievance, a complaint of some sort was the cause, the field man would do all in his power to iron out the trouble, get distributor and retailer together again, or eliminate the cause of the complaint.

Field men watch the distributor's relations with his Burgermeister customers. They keep tabs on his credit problems. "We require that they pay cash for their merchandise. It is up to us to see that they operate profitably."

Once a year Burgermeister distributors are brought into San Francisco headquarters for a sales conference. Every distributor must be present.

The meeting is held either in November or the first of the year. The distributor brings with him his sales manager and top-notch men. About 150 usually are in attendance. Business sessions start at 10 A.M. and continue to 5:30 P.M. The program usually covers a review of the previous year's activities; discussion of current or future policies and any changes therein; preview of the merchandising, selling and advertising program for the coming year; discussion of the distributors' part in the program.

All Join In

The Advertising Department usually makes a thorough presentation of its plans for the various media, including setups of point-of-purchase material, displays, and ideas for their application, and each distributor is given samples or photographs to take back with him.

"We treat the distributor as though he were a part of us . . . and he is," Mr. Picard says.

As a result of working closely with distributors, an unusually loyal relationship exists between them and the brewery. Once a distributor is made a part of the organization, there is very little turnover.

Care is taken in picking a new distributor. This is illustrated at the present time when the brewery is preparing to expand into Southern California as far south as San Diego and into Arizona and Nevada before the end of the present year. Out of 15 of the best candidates for dealerships in a given area, only three made the grade.

"We go into detail and would rather pick people completely foreign to our business and teach them our way, than to work with a lot of bad habits we would have to undo. We look at them strictly as salesmen and insist that they be top-flight salesmen since the grocery and retail field is our main target right now, we prefer them to have had their hard knocks in that phase. After financial responsibility, we look for young, aggressive, fighting men to be our distributors.

"No matter how good a distributor is, he'll need a lot of guidance in doing the job a producer wants done and he'll need all the help he can get. The average dealer may do the best he knows how to do, but he will be weak on advertising, particularly at point-of-purchase," says Mr. Picard. "He won't hire the men to do it or give his drivers enough time to properly service retailers themselves."

To overcome this difficulty, San Francisco Brewing Corp. has set up

tributors' Advertising Fund has been created. Distributors pay for the advertising service at the rate of 1½ cent per case of beer purchased.

The four men who service distributors' retail customers in this way are not salesmen. They represent themselves to the retailer as advertising service men: Burgermeister men, of course, or, by the now popular name, "Burgie men." "With nothing to sell and only service to give," Mr. Picard says, "it is amazing what a lot of difficulties they are able to straighten out between the retailer and the distributor."

Double the Load

So successful is this service, both in its direct aim to get more and better merchandising at point-of-purchase and indirectly in trouble-shooting, that to the four men now working, the brewery contemplates adding four more men and trucks. The Distributors' Advertising Service works under the Sales Department.

Beer could be sold during the mid-forties without promotion, but the brewery went into a heavy program in 1944 and has carried it on unremittingly ever since. Today, more than three-quarters of a million dollars are spent in advertising in California.

To begin with, media were out-



SERVICE IS THE MIDDLE NAME of the Burgermeister men who drive these cars. They install point-of-purchase materials, act as trouble shooters on the retail front. They make up what is known as the Distributors' Advertising Service, cement dealer-relationships "with nothing to sell and only service to give."

a distributors' advertising service. Four specially designed trucks, in charge of specialized men, cover the territory for the distributors and put up point-of-purchase material. This includes illuminated cash register signs, neon signs, parade posters, counter, shelf, refrigerator and other display pieces.

To take care of the service, a Dis-

door posters and radio spots. In 1947 newspaper space was added. The outdoor program now includes painted boards.

One of the most successful phases of the advertising has been a brief singing commercial based on "My Darling Clementine." It turned out to have tremendous appeal. Capitalizing on the fact, Mr. Picard, with

his flair for dramatic promotion, had chimes created for the tall tower atop the brewery building. The chimes play "Clementine" at 10 A.M., 3, 5 and 8 P.M. and chime the hour on the hour.

Played very low at first for fear the public might take exception to this new version of the singing commercial peeling over the city rooftops, they were gradually tuned up when they were found to be well received. Now, they can be heard over a four-mile radius and have joined the San Francisco cable car bells in sentimental association. Recently when the chimes were played briefly an average of 20 telephone calls a day poured into the brewery, asking what

of encouraging and taking advantage of the trend. As a result of the research and continuation of its now established aggressive promotion, a new type of package has been developed. It serves the dual function of take-home package and display piece.

New Design

Holding 12 bottles (one-way, no-deposit, no-return glass containers), the brilliantly lithographed case pictures the bottles and labels in full color on a sky-blue background, running around the case on all four sides. A display built with "Glamor-pack" has no blind side. In this, it is superior to many an expensive point-

covering the 12-bottle case has a protective coating of scuff-proof lacquer to enhance the brilliance of the colors and withstand rough handling.

Introduction of the package in July marked for the brewery a new phase of merchandising. Tests already made with it had turned up contrasts such as these:

One progressive merchandiser got the idea when he saw the case, stacked 25 cartons, twice his usual stock, on the sales floor. Five days later the Burgermeister salesman called back and found only three cartons left. He asked, of course, for a re-order. "Re-order," laughed the merchant, "this is my second 25-case lot. I re-ordered direct from the brewery when I ran out the third day."

Around the corner from this retailer was another who had received the new case. But he opened it and displayed single bottles in the traditional manner in his cooler. He had sold about a dozen bottles!

One interesting point the brewery did observe in its tests of the new package: When they were simply stacked in a display with no "break" and no sign or price, not a purchase was made. Shoppers thought they were dummies. The moment a simple sign: "Take-Me-Home-Package—\$1.60" was added, they were cleaned out.

See His Point?

This point Mr. Picard believes, indicates how close and attentive work is required where the sale is made and how much assistance both distributors and retailers need. Some retailers had convinced themselves that the new 12-bottle package, for all its glamor, would not sell—when all that was wrong was that their display was not completed with a direct invitation to the shopper to buy.

How is this aggressive and intelligent merchandising paying off in sales?

In 1944 when wartime demand was running heavy, 259,560 barrels were sold. There are 31 gallons to the barrel. By 1948 production was up to 453,175 barrels. This year it will be in excess of 600,000 barrels. There is every indication that by 1951 it will have hit one million barrels. The plant capacity has been increased to make that possible right now.

"As of the present," Mr. Picard says, "we are still allocating beer because we have not had the production to fill the demand." By summer's end he hopes to have caught up and to be giving distributors all they need.



THERE'S NOTHING CASUAL about the relationship of Burgermeister distributors with the San Francisco Brewing Co. Every single one of them is present at the yearly conclave for a study of merchandising strategy and a briefing on forthcoming advertising campaigns. Business sessions last from 10 A.M. to 5:30 P.M. for brass-tacks talks.

had happened. Letters came in from all over the city. Fan mail is received from all parts of the country, from persons who have heard, or heard of, the brewery chimes.

The brewery has a strict and simple advertising policy: no comparisons, no fancy claims. "Nothing except 'Burgermeister—a truly fine pale beer.'" This theme song, to the tune of "Clementine," is fixing the brand in consumer favor.

"The home market always has been the desirable market for beer" is a Picard axiom.

During the past two years the on-sale licensee (the bar) has dropped considerable business. The home market, on the other hand, has increased its consumption of beer by 12% in the past nine months. Considering this a healthier trend in every way, the brewery has been studying means

of-purchase piece used in store merchandising, which "does not pay off a dime in sales suggestion" on the blind side, even if you get it up.

Brewers, like others, have long been troubled by the apparently unsolvable difficulties of getting point-of-purchase pieces used in store merchandising, display material easily and effectively used in food stores—"the most rapidly expanding market for the beverage industry." The answer seemed to be to make the cases themselves a selling display, so that stacking the packages would be the sole effort required. Says Mr. Picard: "The package acting as its own display is a fundamental of grocery retailing today, but it focuses on single units. We wanted to make the unit a case of 12 bottles. To do this we felt the case should be glamorized."

The four-side, wrap-around label

Toughest Sale I Remember



"That night, the Deacon came to my room. He'd brought the competitor's sketch!"

A Kodak, the Bible, and Names

BY FRANK P. CONNOLLY

I can see them now—seven men and four women. They were a committee to select a decorator for their new church. One of the committee was the minister. Five decorators were invited to bid, and we were the last called to present our ideas.

At the first meeting, the committee wished to discuss the decorations as the prelude to my submitting sketches. With a Kodak I photographed the church interior from which accurate sketches could be made. Then I asked the committee to step outside so I could take a group photograph. I asked each one for his name, saying I would like to send a print of the photograph. As I wrote the name I also jotted down a description of the person so I would be sure to remember the individual.

In a few days I dispatched to each of the committee members two prints

of the group photograph, a small Bible, and a personal letter. Each letter was different. In each, I recalled some incident which occurred in the course of the interview.

Before I delivered the sketches on my second interview, I went back to the group photograph and studied it. The tall, thin man I knew was Victor Wertz, the little plump lady, Mrs. Paul Bare. To double-check my memory, I had our bookkeeper hold a print of the photograph with each person identified. I held another—but without identification. I practiced calling the names until I had each of the 11 members firmly fixed in my mind.

On my next visit, as I delivered the sketches, I addressed each committee member by name. When a member asked a question, I would always start my answer by calling him or her by name and, in fact, I continued to mention the names of each one of them all through our

interview. The competition, I felt certain, knew few if any member of the committee and perhaps cared less because they were decorators first and salesmen second.

But we ran into a little trouble. The committee liked one of the competitive sketches better than ours. They tried to describe it to me, but it's difficult to use words to explain colors. In the end the committee offered me the opportunity to submit another sketch.

When the meeting was over, the Deacon, at a moment when we were alone, asked me the number of my hotel room, and then admonished me to stay there because he wanted to see me. That night, the Deacon came to my room. He'd brought the competitor's sketch! So we landed the decorating contract.

This was a tough sale. In my book, it was made by the follow through—the individual letters, the photographs, the Bible, but, most of all, by the simple courtesy of calling each prospect by name.

FRANK P. CONNOLLY is president of John W. Masury & Sons, Inc., paint manufacturers, Baltimore. He formerly was vice-president in charge of sales, Valentine & Co.

BIGGER BARGAIN



The telephone takes a smaller part of the family budget than in 1939...

One of the attractive and remarkable things about telephone service is its low price.

It actually takes a smaller part of the family budget than it did ten or eleven years ago. That's because the average family income has increased much more than the increase in telephone rates. Even though increases in telephone rates are still needed to catch up with past increases in costs, your telephone will continue to be a big bargain. The increases so far, plus those now requested, average only a penny or so per call.

At the same time, there has been a big increase in the value of the telephone. On the average, you can now call more than twice as many telephones in your local area as in 1939.

BELL TELEPHONE SYSTEM



What Makes Direct Mail Pull? Dow Jones Learns by Testing

Based on an interview by Etna M. Kelley with

LESLIE DAVIS • Special Assistant to the Publisher,
The Wall Street Journal, (Dow Jones & Co. Inc.)

Do little things like a "fill-in" affect results? Does first-class postage increase returns? What about color, enclosures, humor, price appeals? Testing provides some practical answers for a company selling a \$20 product.

About 40% of the new subscriptions to *The Wall Street Journal* are obtained through direct mail, which is an important sales tool for the company. It has helped to increase that newspaper's circulation from 29,000 in 1940 to 153,000 ABC. Subscription price is \$20 a year. The name, *The Wall Street Journal*, complicates the sales problem, since many prospects regard the publication as a "financial" instead of a business paper. As a consequence, direct mail must not only sell, but educate. The audience is a special one, and techniques and procedures worked out to reach it might not work for everybody. We believe, though, that many testing methods the company uses would be equally applicable to many other companies.

Here, in question-and-answer form, are some of the things the publishers have learned about direct mail, all based on systematic testing. The answers are in the words of Leslie Davis, special assistant.

First-Class, Third-Class, or Air Mail?

First-class postage costs three times as much as third. Is the extra expense justified?

No—not for us. We recently made a test of seven mailings, a total of 56,000 pieces, and found that first-class pulled no better than third, despite the additional expense. Results were essentially the same as those from earlier tests we had made.

Is the extra cost of air mail postage justified by results?

It all depends. Several years ago letters sent by air mail pulled so much better for us than ordinary third-class mail that we felt the extra

expense was worth while. Even letters sent air mail *locally* pulled well enough to justify the expense. Gradually, though, this advantage lessened. Then when air mail postage went up from 5c to 6c, a 20% increase, we stopped using it. But testing again recently, we got good results from air mail in one of our western regions, so we are reverting to its use there. The choice, as I've indicated, is between third-class and air mail; we re-tested first-class, but it didn't pay.

The difference in cost between third-class and air mail is considerable, \$50 a thousand letters. On the surface, returns are not enough larger percentage-wise to warrant the extra expense. But here's why it pays us: With air mail we can get our results with fewer and better lists, and keep away from marginal lists that don't pull well. To put it another way, we could get the same volume with third-class postage, but at higher cost, because we'd have to mine low-grade ore to do it.

Fill-ins

Is the additional expense for personalized fill-ins justified?

Yes, according to our tests. Our audience is made up of busy men who receive large quantities of mail, so the personalized fill-in helps us to compete for their attention. This extra expense might be unnecessary in letters to other audiences which receive less mail—say, to farmers.

What kinds of fill-in are best? Handwritten or typed, exact match or otherwise?

We use both handwritten and typed, and are not sure which is better. Handwriting costs more now, but seems to be giving us a slightly

lower cost per order. In the case of one of our letters, the typed fill-in is definitely better, based on a number of tests. We use contrasting ink, usually red, not so much because we want the extra color—though it helps—but because it avoids the difficulty and expense of getting an exact match. A typical "headline" fill-in that works well for us reads: "This letter may be worth \$2,000 to you, Mr. Jones (or Brown, or Smith)," with the last two words filled in, in red.

Color and Enclosures

Is the use of color justified, and, if so, how much?

As I said, we use color in our fill-ins. We also use one color, in addition to black, on some of our mailing pieces. In our case, it usually pays to use black only, except for the name fill-in and the facsimile signature in blue.

Extra enclosures, such as order forms, would be on colored paper. When we do use an extra color, it may be a humorous line drawing. A recent letter showed, in brown ink, a drawing of an elongated man with his head surrounded by clouds, tying in with the headline: "Picture of a Successful Business Man — at WORK!" Another letter gained its extra color, in addition to that of the personalized fill-in, through the red wings of an "Air Mail Reply Requested" sticker.

What enclosures have you found most effective?

The picture changes. Back in 1941-42, a conventional circular, plus order form and business reply envelope, enclosed with the letter, seemed to be the best combination for us. Later this type of circular stopped pulling its weight, and we dropped it in favor of a letter alone, though, of course, with order form and reply envelope. Lately we have been profiting by enclosing with our letters a tiny, briefly worded eight-page booklet printed in two colors on colored paper. It gives easily read

what makes some ads seem anaemic ...to the reader?



Many a bright-eyed ad that leaves its *sponsor* beside himself with pride in his product leaves the *prospect* asking, "But what will it do for *me*?"

Such ads are deficient in the most potent selling vitamin: a clear, forceful, unmistakable picture of how your product serves your prospects' self-interests.

Self-interests are many

One company spent thousands advertising COMFORT as the prime contribution its product could make to its users. Certainly *comfort* was an important end-result this product produced. But a modest amount of "Ditch Digging" disclosed that it was mainly the SAVINGS it made possible that interested the people who bought it; savings that needed dramatizing in different ways to separate groups of prospects!

Another advertiser had learned from his selling and servicing experience that ECONOMY was his password to business. But as his business expanded from market to market, he found that *economy* had to be translated in different ways. In one market it meant *salvage* of worn parts; in another, *protection* against corrosion; in still another, labor and time saving operation.

If it's possible that a shot of "user interest" vitamins might tonic your advertising, we'd like to discuss four simple "Ditch-Digging" steps that help advertisers get more for their money.

1. Finding out who has to be sold.
2. Finding out what appeal works best in selling them.
3. Finding out how and where to reach the greatest possible number of them—economically.
4. Then REACHING THEM, often enough.

Giving the right answers to "What will it do for *me*?" to the right people at the right times in the right way means more SALES at lower unit sales cost.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • LExington 2-1790

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

information about what *The Journal* does for its readers and it contains a map showing our news-gathering network. We vary this enclosure with a little four-page folder, the front and back of which are miniatures of *The Journal's* front and back pages. The inside pages have the same copy and map as the little booklet.

Price Appeal

Does it pay to stress a *reduction in price*?

Not in our case. Our regular price for a three-months' subscription is \$6, and it is true we offer the same subscription for \$5 in our direct mail, a dollar less. But we do this because our experiments show that \$5 is a more attractive price for us than \$6. We never stress the dollar saving, and seldom even call attention to it or state that the \$5 price is special, because our tests reveal that, for the present at least, there would be no advantage in it. This might not apply to other businesses. It is our opinion, though, that it is more important to establish product value, or the benefits one will get from the product at an attractive price, than to emphasize dollar-and-cent savings. (Also, though this seems elementary, if your strategy called for pushing price-cut appeal, you should give, or at least imply, some good reason for the cut; otherwise your prospects might wonder if the value they wanted was really there.)

Mailing

What are the *best days* for sending out direct mail?

We generally mail for receipt on any day of the week except Monday or Saturday, or the day after a holiday. There are exceptions for special groups. For instance, Saturday might be a good day for delivery of mail to teachers since, presumably, they would have more time to read it than on other week days.

What do you do about *undelivered mail*?

First-class mail, including postal cards, is returned free by the Post Office if undeliverable, and if the sender is known. Undelivered third-class mail, if marked "Return Postage Guaranteed," will come back to the mailer, who must pay the return postage. He can then clean his lists for later use and perhaps salvage the contents of his returned mail. It was once profitable for us to salvage, but we don't do it any more because the rise in labor costs has made the operation too expensive as compared

with the value of our material. Yet we do want to keep our lists clean, since deadwood merely eats up money.

We not only want to remove names of people who have died or dropped out of sight, but we want to get the changes of address or, at least, a reason for non-delivery. On this whole matter, the Post Office provides service according to the wording of instructions which the mailer can print on his envelopes, requesting the postmaster to send Form 3547. We have selected two types of such requests and print one or the other, depending on our needs, in the lower left-hand corner of our mailing envelopes.

Lists

Where do you get your lists?

Our best lists are former subscribers, and also subscribers and former subscribers to our other publication, *Barron's National Business and Financial Weekly*. In addition to these, we own other lists which we have compiled or brought, and which experience shows are profitable for us. Beyond that, we both rent and buy lists—usually through brokers.

Which is better? To *rent* or to *buy* lists?

Most lists that work well for us we can't buy; they are not for sale. We rent them for one mailing at a time. If a list is for sale, we are likely to rent it first, or rent a test section of it, for one mailing. Then, if it pulls well for us, we may buy it. Usually the difference in cost is not great. A list that may be rented for, say, \$15 or \$18 a thousand may commonly be bought for about \$25. Sometimes a list will sell for less than it rents for—because if you buy, you will get one of many duplicated copies on sheets, while if you rent, the owner may have the expense of addressing your envelopes for you.

What types of lists have you used?

Many. We seek especially names of people who have bought by mail the kind of products or services which suggest the greatest possibility of interest in a *Wall Street Journal* subscription offer. For example, subscribers or former subscribers to a weekly letter service, customers for a luxury-food product, buyers of a book on business management, subscribers to a high-grade public-speaking course. Note that I said "*who have bought by mail*." That's important, because we are selling by mail. But there are other considerations too. Experience and judgment often prompt trial of lists of people who have responded to publication adver-

tisements for some product or service, such as an executive's chair, a management course, or a dictating machine. Or a certain kind of compiled list may be deemed worth a trial, such as a directory of comptrollers or the *Directors' Register of Pittsburgh*. Airline credit-card holders have been responsive names for us.

How do *specialized* lists compare with *general* lists? *Small* lists with *large* "mass" lists?

Probably because ours is a horizontal, national business newspaper, we've found we arrive at a lower cost per order with horizontal, basic human appeals than with "tailored" appeals to the specialized needs of respective industries, trades or professions. Hence, as might be expected, specialized lists are no better for us than general lists. Some are; some are not. Also there are small lists better for us than large—and others that are not.

We would rather use large lists, if they pull well enough, because rental arrangements, handling, scheduling, testing, record-keeping, all become simpler—and cheaper. But we do use many small lists because we can't get enough large ones that are satisfactory pullers. We prefer men's names to women's because we know lists of women pull about half as well for us as comparable lists of men. In other words, while we have quite a lot of circulation among women, it nevertheless costs us twice as much to land a new woman subscriber as it does a new male.

Geography

Are direct-mail returns from one *state* better than those from another? In other words, does *geography* play any part in direct-mail results?

Yes, of course. But we don't keep any running record of our returns by states because we know the scene is constantly shifting and changing. Before we could take greater advantage of a bulge or shy away from a hollow, the hollow might have become a bulge and vice versa. Naturally, we are alert to local or regional booms—or catastrophies—but news reports will tell us about them faster than could the trends of our returns. We do make spot analyses of returns by states from time to time for "spot" reasons, and we keep a continuing record of returns according to the regions served by our three editions published in New York City, Dallas and San Francisco.

Do you check to avoid *circularizing subscribers*, or to avoid *duplications* in lists?



**More freedom for business action-
with a company-owned**

Beechcraft



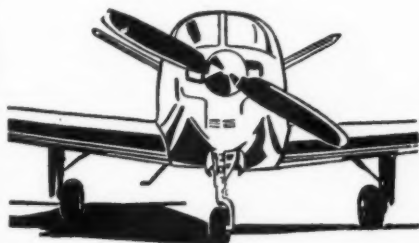
You make more calls when you cruise at a 170-mile clip. No wasted time, no wasted effort. Travel *means* more! Minutes in the air pay you back with hours of productive time.



You get to where the business is in luxurious comfort. Room to spare for four big people in the smartly tailored, quiet Beechcraft Bonanza cabin. Maximum 5-way visibility.



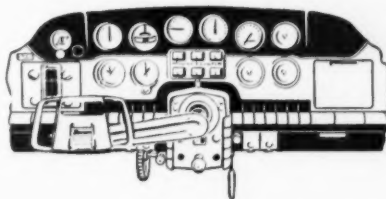
You travel in safety. The B35 Beechcraft Bonanza is extra rugged, withstanding shock and stress tests far surpassing CAA requirements. All-metal construction.



You get top performance. Flight characteristics make it exceptionally easy to handle. Speed, range and fuel economy unexcelled! Wide, sturdy landing gear smooths out short, rough-field landings.



You get amazing efficiency. At cruising, the Beechcraft Bonanza uses only 56% of the engine's rated take-off horsepower! And fuel consumption is low—amounting to only 9.5 gallons per hour!



You enjoy many extra features. For instance, a functionally designed instrument panel, highly efficient . . . but handsome, too! Touches of luxurious comfort everywhere—even to coat hangers, ash trays, map pockets!



Get all the facts! There are hundreds more . . . about the extra advantages of the new Model B35 Beechcraft Bonanza. Check with your nearest Beechcraft distributor or dealer, or write for complete information on your company letterhead to Beech Aircraft Corporation, Wichita, Kansas, U.S.A.

Top speed, 184 mph
Cruising speed, 170 mph
Range, 750 miles
Fuel economy, 9.5 gph

Beechcraft

BONANZA

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

SEPTEMBER 1, 1950

N. Westport Acushnet
N. Bedford Fairbury



MASSACHUSETTS
One-Paper Coverage
of the

Big 4th MARKET
IN MASSACHUSETTS

A WHOLE OF A MARKET! ...
IN
MASSACHUSETTS

The Standard Times
NEW BEDFORD, MASS.

"The Nation's Best-Read Newspaper"
Represented nationally by Gilman, Nicoll and Ruthman, New York, Boston, Chicago, Philadelphia, Los Angeles, San Francisco.

MEMO to
Space Buyers

PRESTIGE AND PROFITS

You get both in Foreign Service, the V. F. W. magazine, when you tell your story to the families of more than one million veterans (91.1 per cent World War II).

No advertising campaign builds either prestige or profits if it fails to get readership.

Mail order clients are proving that Foreign Service readership pays off with handsome profits. That's convincing proof of the kind of readership that will build prestige for your product, plus profits.

WRITE TODAY FOR FREE SAMPLE COPIES OF LAST THREE ISSUES

Foreign Service
THE V.F.W. MAGAZINE

Dan B. Jesse, Jr. & Associates, Inc.
Advertising Directors
10 East 43rd St., New York 17, N. Y.

Yes, we do. This is a costly operation, but we believe it's worth while. Our ways of saving expense on this, while still doing the job, are too intricate to describe briefly and make sense—so we will skip that. On the average, about 5% to 15% of the names on lists we use are subscribers. So we pick up this saving against the checking costs, in addition to avoiding annoyance to subscribers and unnecessary correspondence with them on our solicitation for new subscriptions.

We don't worry much about duplication other than simultaneous duplication; that is, having one person receive two or more pieces of the same matter from us at the same time. This causes an unfavorable impression of carelessness and waste that hurts response.

What we must remember here is that the duplicated names are usually the best ones, because what duplication means essentially is that a name is responsive enough or important enough to appear on more than one list. Duplication runs from about 7% to over 25%. At about 17% we fully compensate for our checking cost with the saving we make through preventing the waste. Often, however, we can and do avoid checking for simultaneous duplication by the way we schedule lists for our weekly mailings.

Humor

Do you use *humor* in your mailing pieces?

Now and then we do. But, generally speaking, humorous letters are less effective for us than serious copy. One humorous piece we mailed—a six-page character narrative that had real laughs in it—pulled better on some lists than our one- and two-page serious messages. But the higher return on those lists was more than offset by lower returns on others and by the cost of the extra pages. Nevertheless, we continue using humor from time to time, for change of pace, and to keep our prospects interested—perhaps wondering what we'll "be up to next."

Does public *taste*—reflected in response to direct mail—*change*?

Yes, decidedly. Letters we sent out 10 years ago seem dull and overdrawn when compared with today's. Maybe prospects are busier than they used to be. Maybe their tastes are better. Maybe they are more keenly appreciative of genuineness and restraint. Anyway, there seems to be more and smarter competition for their time and interest. A "mock telegram" that did remarkably well for us in 1942 is a flat tire now.



On the other hand, some letters, the "classics" of our business, never seem to become outmoded or lose their pulling power. We have two like that—and we'd be lucky with one.

Accuracy of Test Results

What is the *margin of error* in test results?

Direct-mail test results contain more or less an element of accident or chance, which is necessarily much greater than that in well-conducted opinion or preference surveys. First, the "universe" is different. By "universe" is meant the body of people to be sampled or tested. In the opinion or preference survey the people are voters, home owners, housewives, car buyers, etc., as the case may be. But in a mail-order test the universe is a list, and we cannot know how many of the people in it are actually our prospects. Second, the returns from a mail-order effort are generally far smaller than the response in an opinion or preference survey, whether made by personal interview or by mail. Accordingly, the element of chance is greater.

In this light, it would be obviously ridiculous to say, "Pink envelopes are better than blue, because I took a list of 25,000 names and tested 4,000, sending pink to 2,000 and blue to 2,000—and I got 20 orders on the pink, but only 17 on the blue." In fact, a few months ago we split each of five lists, 8,000 to 28,000 names, into two sections that were alphabeti-

cally and geographically identical. To the two sections of each list we mailed the same piece at the same time; the only difference was the identifying key on the order form. But the pull was not the same, except in the case of one list. It varied as much as 78%.

So you might well ask, "What's the good of tests?" I would answer—and, I believe, reliably—that despite the large element of chance, our testing saves us many thousands of dollars a year. Chance, or what you have called "margin of error," can be quite narrow if the test sample is large enough.

Take this, for example: According to the tables of Professor Theodore H. Brown of Harvard Graduate School of Business Administration, the error in a 2% return on a test sample of 64,000 names out of a list of 100,000, will be within $5\% \pm$ (plus or minus), 99 times out of 100. Ordinarily, it would not be practical, it would be too costly, for us to use such a large test sample.

It isn't necessary, except very rarely, for us to have the guidance of test results with such a narrow margin of error as $5\% \pm$, 99 times out of 100. For most of our tests, an error not exceeding $20\% \pm$, 9 times out of 10, in a 2% return, is not too great. This would call for a random sample of only 3,200 names out of a list of 100,000. If the expected return is 1%, the sample would be 6,300 out of 100,000, margin of error remaining the same.

We usually re-test for confirmation. When we are not pretty sure of our test results, we re-test several times. Occasionally we take a larger sample to reduce margin of error; that is, we do so if the circumstances demand it and if we've had the encouragement of previously favorable test indications.

Testing Letters vs. Testing Lists

To test a new letter, we mail it to a random sample of a list that we know to be good. At the same time, as a "control," we mail to the remainder of this list a tested letter that has been pulling well.

When we test a new list, we have in mind a minimum pull requirement. If the returns on the small sample we take fall much below this minimum, we go no further. But if the return is only slightly below, we might take another nibble. If test results are above our minimum, we might take a larger bite of the list. Then if that pulls well, we might take the list.



From Reports of Continuing Consumer Panel Conducted in Houston by Alfred Politz, Inc., New York.

How world-famous toilet soap* reaches new high in Houston consumer acceptance—with Chronicle advertising

The figures below give a graphic and dramatic story of The Chronicle's advertising effectiveness in the South's No. 1 market. Please note that this product's* percentage of market reached an all-time peak in Houston during the period when The Chronicle's locally-edited Sunday Magazine was used exclusively.

	This Product's* Percentage of Market	This Product's* Advertising Performance (in Lines)
Report No. 4 (October 1 to March 31, 1950)	20.0	4515 Lines CHRONICLE Magazine Exclusively
Report No. 3 (April 1 to Sept. 30, 1949)	18.0	1435 Lines POST Parade 2000 Lines CHRONICLE Magazine
Report No. 2 October 1 to March 31, 1949)	13.3	3995 Lines POST Parade
Report No. 1 (April 1 to Sept. 30, 1948)	17.6	9760 Lines POST Parade

And remember, this is just one example. The records show that there are many, many more whose performance proves that The Chronicle Magazine or R. O. P. can do the entire job for you in Houston.

* Name of product upon request.

The Houston Chronicle
LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY M. J. GIBBONS THE BRANHAM COMPANY
Advertising Director National Advertising Manager National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 37 CONSECUTIVE YEARS

KGW

THE ONLY STATION
THAT ACTUALLY DELIVERS

**COMPREHENSIVE
COVERAGE**

in the

**Fastest Growing
Market in the Nation**



Oregon's metropolis, home of KGW, is the population, wage, distribution, marketing and cultural center of the fastest-growing area in the nation. We have more dwelling units, electrified farms, electrical appliances, cars and bathrooms per capita than anywhere else in the nation. We have higher per capita income. Factory wages are greater, workers more productive. And new people are pouring into the rich Pacific Northwest! 1950 census figures (unofficial) give Oregon a 39% population increase for the past 10 years. Washington has grown 36%.

KGW
PORTLAND
OREGON

on the Efficient 620 Frequency
AFFILIATED WITH NBC
REPRESENTED NATIONALLY BY EDWARD PETRY CO., INC.

Shop Talk

Fish and Chocolate

The pint-size granddaughter of one of SM's associate editors begged for a story. Her grandfather said, "Sit down, and I'll read you a story of a good little girl."

The child pressed her rosebud mouth into a straight line. She said, "I'm sick of *good little girls*. Read me a story about a *bad little girl*."

So, maybe, we tell too many stories about good little salesmen and do not pay sufficient attention to the sales talk that goes sour, or the demonstration that breaks down into an embarrassing anti-climax. When the prospect wants to hoot, or smiles in the wrong place, few salesmen ever recover their footing.

More often than not, when this happens, the salesman doesn't know his product, doesn't know his sales story, or hasn't practiced enough to give a smooth and convincing and confident demonstration.

A case in point: Edward R. Taylor, sales manager of Hotpoint, tells how a salesman, demonstrating a refrigerator, stubbed his toe on butter, slipped and came to a skidding stop. He tells it like this:

"In some of our refrigerator models we have a 'Butter Bin' which is built into the door of the refrigerator. This compartment holds up to a pound of butter at the desired spreading consistency. More than \$100,000 was spent on dies and tools for this feature alone. To put it in each box represents additional expense, but product research proved that this was a good feature and could often influence the prospect in favor of our product.

"Imagine my consternation, therefore, to be eavesdropping on a salesman talking to a prospect and hear him answer the prospect's question about the Butter Bin by saying, 'Oh, that! That's just a place to put the butter where it's not in the way of other articles in the refrigerator.'

"To check on fluffed demonstrations like that we now have a group of roving reporters who travel from city to city, dropping in on retail stores and posing as prospects. After listening to the salesman's presentation and getting his card, the reporter reveals his identity and either hands the salesman a bonus certificate entitling him to a prize award for his fine presentation, or counsels with him in a friendly, helpful way on the need for brushing up on his selling technique."

When I heard this story it reminded me of a card-table conversation between two housewives just a month ago. They had gone to a local department store to see a specially staged manufacturer's demonstration of several electric appliances. When they arrived the saleswoman was about to demonstrate a new model electric stove. A crowd of sixty or so housewives was gathered around.

There was a batch of blueberry muffins baking in the oven at the time. After explaining some of the features of the new stove (and doing a good job of it), the demonstrator pulled out her pan of muffins and invited the ladies in the front row to sample them. They

were terrible. The demonstrator just didn't know how to make blueberry muffins.

Next, the demonstrator proposed to show how quickly a fish dinner could be prepared on top of the stove. She took a fillet of frozen fish out of a nearby refrigerator, seasoned it, and put it in a skillet. Adding a sizable pat of butter on the top, she explained that this fish was of the lean type and needed a bit of fat to give it flavor. She covered the pan and went on with six or eight minutes or so of further explanation of top-of-the-stove conveniences.

She wound up in a climax by saying something like this: "Now you'll see, ladies, that in no time at all your fish is done, and you haven't spent long hours in the kitchen preparing a main course."

She whipped off the lid. The fish was not only still in the raw state, but the pat of butter on top of it hadn't yet even melted! I don't know how she got out of that one.

She moved on to a demonstration of the way chocolate could be melted right on the electric heating unit without putting it, as cooks invariably do, in a double boiler over hot water. She placed the chocolate in a small paper muffin cup, turned one of the burners to its lowest heat, and invited her audience to see what happened. The chocolate did melt. The paper cup didn't burn. But the oil from the chocolate seeped through the paper and left a large greasy stain on the heating unit.

My story ends here because the two ladies who told it to me walked out on the demonstration at that point. Their appraisal of the whole performance would make that manufacturer's ears burn for twenty years to come. Of the pair of housewives I have mentioned, one was in the market for an electric stove, the other was in the market for a new refrigerator. Neither will buy the brand of appliance represented in the stove demonstration—not because the appliances themselves aren't good (They're one of America's leading lines.) but because they—the housewives—were so completely disenchanted with the botched demonstration.

Almost every salesman who sells any kind of mechanical product will, of course, inevitably run into embarrassing turns of events in product demonstration which are due to straight mechanical failure. If he tests his appliance or machine ahead of demonstration time, he can head off some of these. The remainder he has to handle as best he can.

But the demonstration that flops not because of mechanical failure, but because the salesman or the demonstrator hasn't practiced sufficiently to gain the competency of an expert—those are the heart-breakers. The price is high in lost sales.

On the other hand, a thoroughly sound and well-organized demonstration can carry so much conviction that any improvement a salesman can make, either in number of demonstrations, or the technique of making those demonstrations, almost surely will lift his ratio of sales to calls. Expert demonstration builds confidence because it so clearly reveals that the salesman knows his product. And it has insured attention value because it forces the salesman to talk, not in terms of nuts and bolts, but in terms of what the product will do for the buyer.

The two housewives involved in the muffins-fish-chocolate story are both excellent cooks. They were willing and anxious to listen to an expert. But they felt aggrieved, even insulted, at being asked to witness such bungling. Either of them, given an apron and suitable ingredients, could have run rings around the demonstrator from the factory and probably sold a couple of stoves in the bargain.

"Why," they demanded of me, "didn't she even have sense enough to de-frost the fish?" I had no answer.

A. R. HAHN
Managing Editor.



We built a better HOUSEtrap

... so every month we snare 570,000 of the most sales-active reader families a magazine ever had. What bait do we use? Simply the HOUSE BEAUTIFUL editorial credo—"Better your home ... better your living"—a credo that readers, *particularly* readers in the upper-income brackets, just can't seem to resist. And since 90,000 of our reader families have incomes exceeding \$25,000 a year, it's no wonder more people in the retail trades subscribe to HOUSE BEAUTIFUL than to any other magazine. No wonder, either, that record numbers of outstanding manufacturers keep beating a path to our door. Why not, when it's so clear that ...

House Beautiful
*sells both sides
of the counter*



MAIN LINERS—Singly and jointly, railroad leaders are promoting their \$30 billion industry more vigorously as "Main Line—U.S.A." Robert R. Young (left), chairman of the Chesapeake & Ohio, is now working more closely with

Can the Railroads Climb Out of Their Rut?

Part II of an article in two parts*

BY LAWRENCE M. HUGHES

What are the railroads doing today in advertising, selling, promotion? Is it enough? Or will they have to develop some altogether new concepts of merchandising if they're to compete in the future with Diesel buses and jet planes?

Can the railroads do something to make more people want to ride and ship by rail?

They can. In fact, some of them are doing something. Both in and out of the industry forces are at work for the railroads.

From the Government, for example, they may get "fairer" treatment. Secretary Sawyer is trying to form a single agency to control and guide all carriers. Already in Commerce he has six of them—including CAA, Maritime, Inland Waterways, and

Public Roads. Major-General Philip B. Fleming has been named the first Under Secretary of Commerce for Transportation.

But some railroaders don't want ICC in Commerce, nor a single transportation agency. Their own roads might fare worse than before. The Government might even suggest merger of smaller with larger and stronger roads.

Most railroads have fallen victim to time-honored regionalized thinking, which has impeded logical mergers and even effective co-ordination with other railroads. They'd take quite a pushing around by trucks

and buses before they'd surrender their names and their grass-grown rights-of-way.

One may fly to the West Coast tomorrow on any one of four airlines. Greyhound and other bus lines, and single trucking companies, span the continent.

But despite all the efforts of Gould, Harriman, the Van Sweringens and others, no coast-to-coast rail system has yet been realized. Barriers at Chicago, St. Louis, Memphis, New Orleans still block the shipper and the traveler.

Railroads are losing not only on coast-to-coast passenger runs, but on local traffic through these gateways.

By merging 132 Class I and a lot of the smaller roads into six or a dozen large, logical systems the whole industry might be strengthened. The financial nuclei of some of these systems already exist in the Great Northern-Northern Pacific control of the Burlington, the Union Pacific's

* Part I appeared in SM for August 15, 1950.



Association of American Railroads, headed by William T. Faricy (second from left.) Among the more "promotionally minded" railroad presidents are Wayne A. Johnston of the Illinois Central and Fred A. Gurley of the Santa Fe.

controlling interest in the Illinois Central, and others.

Robert Young still intends to effect a coast-to-coast system. He believes that ultimately the Government will approve it, in the national interest.

His Alleghany Corp. not only controls the C&O-Pere Marquette, but holds the largest single interest (400,000 shares) in the New York Central. He is now working with the Vanderbilts and J. P. Morgan & Co. to develop long-range plans for it. He will resume advertising soon to get public and stockholder support in his efforts to persuade the ICC to seat him on the Central's board.

Two years ago Young sold Alleghany's 10% plus controlling interest in the Rock Island to Henry Crown of Chicago and associates. The two groups, he says, are friendly and would work together.

The fourth big link in the chain would be the Southern Pacific. No "ownership interest," he explains, controls the SP. It can be acquired in the open market.

With the Central, Rock Island and SP joined with the C&O—Pere Marquette, Robert Young would have a system of 36,000 first-track mileage, or about one-sixth of the 225,000 of all railroads in this country—stretching from Boston, New York, Washington and Richmond to Portland, San Francisco and Los Angeles.

But "physical merger is not necessary," he believes, "if all railroad factors cooperate to develop a strong AAR."

The Association of American Railroads is now "recognizing railroads' problems more," Young explains.

Young would like to see the AAR spend "\$30 million in advertising annually to tell the railroads' progress and responsibility story." The association should not merely fight "favored competition, but it should sell railroad service and its future.

Cooperation Important

"Individual roads should cooperate." If \$60 million can be spent annually to support \$3 billion sales of Chevrolet (SM, June 1) "the railroads can afford to spend \$200 million in advertising."

And most of this would be to develop passenger service. Instead of "an unnecessary evil," Robert Young thinks that passenger business could be "greater and more profitable than freight. Passengers are two-way business and 'non-consumable.' Also there are 1,000 passenger prospects for every shipper."

Especially—through sample rides, cruise trains to national parks and otherwise—he would sell youth on the railroads. . .

The "premise" of the present, more modest AAR campaign, under Wil-

liam T. Faricy, president, and Robert S. Henry, vice-president, (and the subduing influence of veteran Martin W. Clement of the Pennsy) causes no crush at ticket windows: "Railroads are essential, enterprising and progressive. They serve well, at low cost." They'd serve better "if given a fair chance to make adequate earnings."

Started in 1936, the campaign this year (through Benton & Bowles) will cost \$1,903,513. Of this \$1,250,000 is for time and talent on the Monday night "Railroad Hour;" \$380,519 for general and business magazines; \$26,741 for teachers' magazines; \$189,253 for farm publications, and \$55,000 for production.

Among other activities, AAR distributes annually 3,850,000 copies of special publications.

Member roads pay dues in proportion to gross revenue—the largest participants being the Pennsylvania and New York Central.

AAR, Henry said, does not engage in "sales" advertising. Selling is up to the individual roads. But now and then AAR will prod them a bit.

Dr. J. H. Parmelee, vice-president and director of its Bureau of Railway Economics, has told them: "Railroads have spent hundreds of millions to improve passenger facilities, equipment and service. Have they spent enough for . . . merchandising programs?"



PASSENGER PROMOTERS—Sales and advertising executives who are doing things to hold and expand passenger traffic on the rails include (l. to r.) George A. Kelly of Pullman Company, Claude E. Peterson of the Southern Pacific, and Henry F. McCarthy, who resigned recently from the New Haven.

Indeed, he fears that, in selling, railroads may be succumbing to "creeping paralysis."

Cooperative campaigns run now and then by groups in the East, West and Southeast usually squawk about labor demands—such as recent efforts to place an extra fireman on each Diesel locomotive. . .

But railway labor is becoming somewhat more promotional.

If all 1.3 million railroad people started to "talk railroads" they would require fewer than 120 visits per man to get the story to every person in the United States.

Last February the heads of six railway labor unions sat down with three railway presidents, under AAR auspices, to map a "courtesy, good will and service" program. By May a "courtesy" poster of Brotherhood of Railway Clerks had been reproduced in employe publications and otherwise by a dozen major roads.

More roads are issuing "traffic tips," launching "booster clubs." . . .

One expanding cooperative promotional factor is Pullman.

Several years ago, when Pullman's car-making and operating divisions were separated by antitrust action, the Young group's \$75 million failed to buy the operating end of it. By dividing four to four, the Supreme Court sustained a lower court which ruled that car-operating be placed under joint ownership of the railroads.

Three other groups bid \$75 million but the Young group also agreed

to replace all 6,000 Pullman cars with lightweight, streamlined cars.

The Average Pullman car, Young said, is still about 25 years old.

He still intends to move in on Pullman. With his four-road, coast-to-coast system he would own 27.4% of Pullman Company's stock—nearly twice as much as the Pennsylvania's 16.18%.

All told, the new Pullman Co.—as distinct from Pullman-Standard Car Manufacturing Co.—is owned by 59 roads, in proportion to their prewar Pullman car use. But five of the 59—in order, the Pennsy, New York Central, SP, UP and Sante Fe—hold more than half of all Pullman's shares.

Pullman Monopoly

George Mortimer Pullman was one of those rugged barons. Absorbing competitors, and taking over the railroads' own sleepers, he grew to monopolize America's sleep on wheels.

(Under the two-man system of ticket-collecting, which still obtains, he also pioneered in feather-bedding!)

But he built railroads too—helped Jay Gould stretch the Erie to Chicago, worked on the Northern Pacific and New York City's first elevated, served as a UP director; was allied with Morgan.

The court decided that the new Pullman Co. should *not* be run by railroaders. Although Carroll H. Harding was brought in from the

SP to serve as president, and C. H. Westbrook from the North Western, as vice-president-controller, the other 14 directors include bankers, steel, coal and meat men.

Sleeping cars today are bought by railroads, from several manufacturers, and leased to Pullman. Since the war there have been 1,300 replacements. Pullman says that nearly half of the present fleet is "modern."

Its business is declining—last year from \$117 to \$104 million, when it operated \$2 million in the red.

But Pullman is advertising more vigorously than ever.

George A. Kelly, vice-president for public relations got the campaign going in 1937 on a \$600,000 basis. When the new regime came in on the crest of an "economy" wave, Kelly and others had to fight to keep it going.

Last year Pullman's advertising-promotion expenditures rose from \$680,093 to \$767,651. For 1950, for the first time, the program (through Young & Rubicam) has been pushed above \$1 million.

This includes \$890,000 for campaigns in 11 general and four women's magazines, and to travel agents. *Collier's* and *Glamour* were added in 1950—the latter to reach young business women.

Production costs are \$44,000, and "merchandising" (car posters, booklets, etc.), \$70,000.

Pullman slugs the airlines. A pre-war socker which lean and graying lawyer Kelly has framed behind his



Why did we tell about the strange fears of *Ava Gardner?*

In July, Modern Screen revealed why one of Hollywood's loveliest stars is afraid to be herself. Thousands wrote to us about "The Strange Fears of Ava Gardner." This flood of letters was no surprise because the success of this article had been predicted *months in advance*.

For Modern Screen's 8-year-old Continuing Reader Survey is a unique and scientific gauge of what interests its readers. Modern Screen foretells readership of every article, and even breaks interest down into age groups!

Modern Screen can even tell which movie stars

are on their way up and which stars are on their way down, *before* Hollywood has an inkling!

This pre-tested editing explains why 4 million young women read Modern Screen every month—cover to cover. And these young women come from families whose income is 42% above the national average.

It also explains why Modern Screen, in '49, led *all* screen magazines on the newsstands of America.

modern screen

America's Great Screen Magazine



DELL PUBLISHING COMPANY, 261 Fifth Avenue, New York 16, N. Y.

desk was "Two people sleep when one goes Pullman." Today's slogan is "Comfortable, dependable, and—above all—safe!"

Pullman is thorough. First printing of a new booklet, "Look what's behind your Pullman ticket!" was 500,000—distributed in cars, to 4,300 ticket offices, 2,500 travel agents, 1,551 hotel managers, 300 railway passenger traffic managers, 200 chambers of commerce, and, as a starter, to 100 industrial traffic managers.

In it President Harding invites suggestions from passengers to "improve Pullman service now or in the future."

Your legman flew to Chicago on a well-filled United Mainliner, and returned on a half-empty "Broadway Limited." The elderly porter shook his head: "Sumpin' sure seems to be wrong!" ...

Uncle Sam bears some blame for the lack of alacrity with which railroads have merged or joined with each other and with other carriers.

In fact, he keeps them rather regularly on the pan for "collusion" in rate fixing and other spontaneous happenings.

Fifteen years ago he pulled them out of the airlines.

But, legally, it seems the railroads still may work with each other and with other carriers more than they do. Some of them control bus lines. Southern Pacific's own 13,392-mile truck system is only a shade shorter than its 15,039 miles of first-track rails. Santa Fe trucks moved 75 million ton miles last year. For two decades, Texas & Pacific has made "door to door" mean something more than a slogan.

From other carriers, and from other industries, the railroads are learning something. But to compete with Diesel trucks and buses on the superhighways of tomorrow, and with turboprop and jet planes, they will have to develop and realize radically new concepts of equipment as well as merchandising.



Not Pullman-Standard nor American Car & Foundry but a motor car body-maker named Budd built the first "lightweight, streamlined" train. On November 11, 1934, the Burlington put the Budd "Pioneer Zephyr" on the Kansas City-Omaha-Lincoln run. It was Diesel-electric powered.

The roads didn't exactly rush into streamliners and Diesels. But soon Pullman-Standard built the "City of Salina" for the UP and ACF the "Rebels" for Gulf, Mobile & Ohio. The streamliner and Diesel trends picked up after the war. Speeds still were limited to 80 mph., against the airlines' current 300 mph. But the railroads at least had something to talk about.

Then came a grim, gray gadfly named Young:

Streamliners have helped, he says. But they aren't the real solution. Trains still are not operating as fast as they were in 1900, and the costs of running them continue to climb.

"Train X," however, could meet a lot of problems of speed and cost.

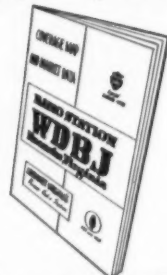
Planned by C&O, "X" is now being developed with Pullman-Standard. An improvement of the American-built Spanish "Talgo," Young emphasizes it will travel 150 mph. and "cruise" at 100—and "will be safer at 150 than today's trains are at 70.

"It will weigh only one-third as much, and cost—to buy and operate—less than one-third as much as present American 'lightweight' equipment. Wear on tracks and roadbed may be reduced 75%. The billions now being spent to eliminate grades and curves can be saved."

The cars of "Train X" will be somewhat smaller than those of today's trains. The trains will be "integrated," with the rear end of each car sharing the fore truck of

SOUTHWEST VIRGINIA'S *Pioneer* RADIO STATION

Note To Timebuyers



A card or letter to us, or to Free & Peters, will bring you this WDBJ BMB Area presentation which includes:

- Official BMB Coverage Map
- Latest Market Data—BMB Counties
- Preliminary 1950 Census Figures
- Comparative BMB Coverage Graphs

Handily bound for filing and perforated for three-ring binder.

WDBJ

CBS • 5000 WATTS • 960 KC

Owned and Operated by the
TIMES WORLD CORPORATION

ROANOKE, VA.

FREE & PETERS, INC., National Representatives



the car behind it. Center of gravity will be a foot lower.

"Since 1840, when trains first were made 'high enough to get over the plantation,'" Young explains, "there has been no change in the 3½-foot clearance."

"And in addition to speed, economy and much greater comfort, production of 'Train X' will be standardized. All railroads can adopt it fairly fast."

A *parvenu* railroad man (Some railroaders call him a "promoter."), Young happened to start his career with General Motors.

Another GM gift to railroads is the Diesel locomotive. Its Electromotive Division, which still builds most of them, claims that "no other locomotive is built by such advanced methods of *standardized* production."

Railroads generally today boast of lower costs and increased efficiency through Dieselization.

Meanwhile, however, General Electric Co. has appropriated \$20 million for work, with C&O and AAR, to develop a gas-turbine locomotive. It would put coal, through gas, back into train-pulling. And it would be cheaper and more efficient than oil-electric Diesels.

Recently, the railroads have begun to do a lot to meet their rolling-stock requirements. As SM pointed out in "Significant Trends," Girard Trust Company of Philadelphia is buying passenger cars for lease to the Pennsylvania Railroad. Prudential Insurance Company will spend \$800 million for freight cars to be leased to a number of roads.

On July 28 the AAR announced in Chicago that the 132 Class I roads will spend \$634 million on their own for 122,000 new freight cars.

Train of Future

Just as "Train X" would be the step *after* streamlining, Robert Young says, the gas turbine would be the step *after* Diesels.

Although a lot of roads have gone heavily in hock on streamliners, by and large these trains have kept business on the rails.

A recent Budd-financed study by Coverdale & Colpitts, consulting engineers, presents revenue and cost case histories of 40 streamliners. In 1948 all but two of them operated in the black—some of them having net operating revenue of 40% or more—although about two-thirds of them had smaller net revenue in 1948 than in 1947.

Yet, surveying 3,560 passengers on the new San Francisco-Portland "Shasta Daylights" last summer,

Southern Pacific found that "if there had been no 'Shasta Daylight,'" only 49% would have taken another train. Fourteen per cent would have skipped the trip; 17% taken a plane, 11% a private automobile, and 9% a bus. . .

A current Budd contribution is the Rail Diesel Car. Each car of an RDC-motor train has self-contained power units, permitting power to be related directly to load.

Help is coming from other directions. Even ticket-buying may be rendered painless. The Pennsylvania has installed in New York an International Telephone gadget called Intelix to speed space reservations, and Burroughs Adding Machine offers a new type ticket-issuing and accounting device.

And railroads have come up with cost-cutting and revenue-building measures of their own.

To meet the high costs of terminals and stations, the New York Central and the New Haven are taking opposite courses.

The Central (which now gets \$3 million annual revenue from concessions) is the first railroad to appoint a concessions manager—Mac G. Collins, former advertising manager. Present principal revenue sources are, in order, news and refreshment stands; restaurants and cocktail lounges, commercial advertising. Collins has launched an extensive study to build these and other sources.

Under penny-pinching Frederic C. Dumaine, the New Haven itself is becoming a "concessionaire." In a half dozen cities it is selling stations and land to other interests—retaining rights for "adequate" railroad facilities. One station, in Mt. Vernon, N. Y., is being turned into a shopping center. In another, at Cohasset, Mass., the New Haven station will be just another "department" of a super market.

Sorry, SP

In a table on "passenger volume: airlines vs. railroads," in Part I of this railroad story, SM robbed the Southern Pacific a couple of times, of a total \$20 million.

The SP figures given were for its Pacific lines and not for the entire system. The system passenger revenue in 1948 was not the \$48,940,000 shown, but \$59,167,000, and for 1949, not \$39,806,000 but \$48,459,000.

Jointly the Central and New Haven own much of midtown Manhattan. Dumaine is trying to get Central's approval to unload their interests in such hotels as the Waldorf, Biltmore, Barclay, Park Lane. . .

The annual summings-up for 1949 by the heads of the 19 larger railroads are not uniformly sound, stimulating nor forward-looking.

But Fred Gurley of the Santa Fe publicly agrees with the ICC: The responsibility for more efficiency and cost reduction "lies directly with the railroads." Roy White of the B&O stresses the need for increased efforts, and expenditures, to up sales.

The Rock Island's J. D. Farrington put promotion into his report. In addition to a section on public relations and advertising, he presents a double-spread map superimposed on a photo-montage of industries; boasts of the road's "strategic position" and its pride in employees.

Chairman Woodruff and President Johnston of the Erie stress industrial

Heads Continental Baking



Raymond K. Stritzinger has been elected chairman of the board of the Continental Baking Co., New York. He will continue in his present capacity as president of the concern. Mr. Stritzinger and 261,580 other men of action throughout American business read The Wall Street Journal daily.

development, sales and employee education, public relations; list names and offices of 45 sales agents, and tell stockholders to help them scurry for business.

Metzman of New York Central mentions sales aids: "Sales and service committees carry to employees of every department the need for . . . reporting and following up traffic prospects."

Annual Summing Up

Walter Franklin of the Pennsylvania: \$103 million cut in funded debt since 1940, and employee and public relations "... to retain present customers and attract new ones." . . . Booster Mercier of the Southern Pacific: "Spectacular growth" of territory; pushing ahead "aggressively." . . . Norris of the Southern told why it's good to "Look Ahead—Look South." . . . Harriman and Charske of the UP let some rather impressive statistics tell their story.

The Milwaukee and the Illinois Central spoke of centennials, and Frank Gavin recalled that it was just 60 years since Jim Hill got the Great Northern going.

All said something about new equipment. H. C. Murphy of the Burlington reported shorter routes between Kansas City and St. Louis and K. C. and Chicago. . .

By railroaders' own nominations, *SM* came up with a lot of workers for the railroads: John Barriger, president of the "Monon" ("sells a little road in a big way") . . . Fred Gurley of the Santa Fe ("makes money") . . . Ralph Budd, retired head of the Burlington ("respected") . . . Wayne Johnston of the Illinois Central ("youngest president of a major road; conservative and constructive") . . . Claude Peterson and Fred Tredway of the SP ("know how to sell passengers") . . . Henry McCarthy* of the New Haven . . .

Like Tom Deegan of the C&O, McCarthy has had airline experience.

The New Haven makes money on passengers, but every year it takes more doing.

New York-Boston probably is the heaviest air traffic route. With four-hour, 50-minute average daytime schedules, against one-hour flight time plus 35 minutes ground time at each end for airlines, the New Haven has worked out more favorable schedules. Half-hour earlier departures and half-hour later returns, and four-and-a-half running time, it was found, can lengthen Bostonians' "effective hours for business" in New

York (not counting lunch) from the previous three to five hours, and get them home by 10:30 P.M. But the New Haven has not yet adopted these faster schedules.

Writing in a "Passenger Progress" issue of *Railway Age*, last November 19, McCarthy urged "application of all our tools—specifically pricing, equipment, scheduling and selling." Passenger profits can be built on "minimum schedules, operated at high speeds, between points where passenger potential exists."

McCarthy is trying to "enlarge the number of rejections of the private automobile"—which he says, is the "most expensive form of transportation." (Motorists rarely figure in depreciation.)

"Intuition is the single feminine quality that drives men nuts fastest and most efficiently . . . Secretly, men think of it as the faculty that tells their wives what the boss says when they ask for a raise, and when they haven't paid the coal bill, so they regard it with mistrust and apprehension. Or they deny its existence or refuse to credit its validity."

"Just Like a Woman—How to Tell the Girls"
by Bj Kidd

To the "excursion" factors of destination at reduced fare, the New Haven added "reason for going." It pioneered with such success in "ski trains" and "camera" trains that passengers could not find room to ski or shoot, and drove off in droves in their own cars to pursue these sports in solitude. But it has had better luck with the new "show trains" for New York theatergoers. . .

Hearty, outspoken, Wayne Johnston of the Illinois Central must compete, north and south, not only with road and air but Mississippi barge competition. But before damning their subsidies, he insists that railroads should have "enough of their own facilities."

They should also go in strongly for market creation.

In 1851 the IC became the first road to get land grants. But immediately it began to sell the 2.5 million acres of raw prairie to get farming and industry started. An international advertising campaign drew immigrants from abroad.

Soon it was pioneering with perishable freight—strawberries from southern Illinois to Chicago; and then becoming the largest banana carrier. Through its own efforts in Latin America, the road fostered exports and imports of the Middle West.

Since 1906 the Illinois Central has held "agricultural colleges on wheels," for seed selection, soil treatment and conservation, crop diversification, livestock improvement. Farmers were given herds of purebred dairy bulls.

By artificial insemination, IC bulls now sire 14,000 calves annually.

In the last four years, 1,500 farmers and farm youth, largely in the South, have been graduated from IC forestry courses. At its McComb, Miss., shops the road has developed and builds a tree-planting machine, enabling two men to set out 1,000 trees an hour. . .

Ninety-five years ago the IC sank the first shaft for coal in Illinois. Since 1900, 9,000 industrial plants have been drawn to its lines. To serve them and the cities that sprang up around them, the road, in 1937, pioneered 12-hour merchandise freight service between all points within 500 miles.

"We've built markets," Wayne Johnston says. "And we've also tried to build people."

To infuse new blood in traffic and other departments, the IC, since 1933, has conducted a program for selected college graduates. Some 400 of them are now serving the system.

Continuity carries through in IC's advertising. For nearly 20 years monthly insertions—signed in turn by four different presidents—have told of its work for and with "Mid-America." They now appear in 440 newspapers (through the Caples Co.).

Eye on the Future

A recent ad was headed: "What makes a railroad? Keeping an eye on tomorrow." . . .

Turn now to a big red building on San Francisco's Market Street, to genial Claude E. Peterson and conscientious Fred Q. Tredway, passenger traffic vice-president and general advertising manager of the Southern Pacific System.

Between them (and Foote, Cone & Belding) people still are persuaded to ride on trains. Peterson himself rides coaches, for reactions or just for the hell of it.

Tredway admonished *SM* for including, in an airline piece, (May 20) the SP with the New York Cen-

*Disagreeing with Dumaine's "economy" policies, McCarthy has just resigned.

Family Circle

September 1950

5¢

September Family Circle breaks all records!

1. MORE ADVERTISING!

Advertising lineage is up 51% over September last year . . . thanks to *new* advertisers (109 for the first nine months of 1950) . . . and to increased schedules from Family Circle's through-the-years advertisers.

2. LARGEST BOOK!

135-page average for 15 editions of the September issue makes Family Circle an even greater magazine value . . . helps to explain why Family Circle has the second-largest single copy sales of any magazine published.

3. BIGGEST PRINT ORDER!

Orders from grocery chains indicate that net paid circulation will exceed the June record of 2,404,633 copies . . . bought by housewives at neighborhood sales centers where they shop for themselves, the family, the home.

A-100

For economical, no-waste circulation among housewives, make Family Circle your basic advertising medium in 1951.

Family Circle

NEW YORK
SAN FRANCISCO
CHICAGO

2,100,000 CASH-AND-CARRY CIRCULATION IN 9,135 SALES CENTERS

SEPTEMBER 1, 1950

tral and Santa Fe, among roads which tell airline prospects: "Don't be a sucker or a suicide."

While Better Business Bureaus take some airlines to task for the things *they* say, Tredway and Peterson are proud of their "constructive advertising on our own sales points."

A little SP booklet, "Why Don't Trains Fly?" got into "ethics" with such success, Tredway says, that "we received an avalanche of letters from all over the country (and from abroad) from people . . . who felt that airline advertising has been a little below the belt."

"The friendly SP" admits it takes some socks at the private car. On outdoor bulletins for 13 years it has told harassed motorists: "Next time try the train."

But mostly it sells a railroad. A \$35 million passenger equipment program is being completed this year, with a new "Sunset Limited" between New Orleans and Los Angeles, a new overnight "Cascade" between San Francisco and Portland, and improvements in Chicago-San Francisco trains. The "Sunset" is getting a \$200,000 special campaign.

"Personality" Trains

It's hard to tell the difference between an American or United DC-6 or between a TWA or Eastern "Constellation." But some railroads, including the Southern Pacific, have put personality into their trains. The "Sunset" features a "French Quarter" lounge, "Pride of Texas" coffee shop, and in the dining car the "work of Louisiana's great artist-naturalist, John James Audubon." . . .

The SP's biggest rival, the Santa Fe, frankly has gone gunning for the airlines.

For a half-century, until last spring, the Santa Fe was concerned with an Indian *motif*, the Santa Fe ("holy cross") symbol, and "The Grand Canyon Route." Then Arthur A. (Mike) Dailey, general advertising manager, and Leo Burnett Co., started to get competitive. Says current magazine copy:

"You board the Santa Fe downtown, not out in the sticks. You leave on schedule in any weather. . . see scenery and places en route at eye level . . . arrive safely, relaxed, refreshed."

The Santa Fe reports that this harder-hitting approach has stimulated salespeople in 90 traffic offices. Ticket offices like it too.

Competitive advertising may not be nice. But at least it's a sign that some railroads intend to fight.

Consumer-Winning Service Goes to Front for Food Manufacturers

New service is organized to demonstrate food products—singly or related—to the ultimate consumer in retail outlets. Multiple sales and product good will are encouraged.

Every food manufacturer knows that one taste is worth a thousand descriptive words. It is an axiom that a *well-conducted* demonstration in a food store can go a long way toward improving the marketing position of an established product or putting a new brand on the map. The difficulty lies in the "well-conducted" requirement.

To help food manufacturers solve this problem, David Margolis has organized Food Store Demonstrations, Inc., with headquarters at 99 Hudson Street, in the heart of New York City's wholesale grocery district. For a service fee or "cost-plus," the organization assigns well-trained and personable women to demonstrate a product in any or all of 300 retail food markets in the Metropolitan New York Area.

Demonstrators wear white uniforms and are paid \$10 a day. They are given sales and product training before going out on their first jobs, by a member of the School of Dietetics, New York University. There is emphasis on "knowing the product" and, whenever feasible, the women are taken on factory tours to see methods of production.

A report is filled in by the demonstrator at the end of each day, telling not only of the product's inventory at the store's opening, the number of units sold, and quantities

sampled, but also the state of the weather, of trade, and of store traffic.

"When a company has accumulated a large number of these reports," Mr. Margolis says, "it should have some pertinent data on how hot weather affects sales, proportion of sales to quantities sampled, etc."

Another point Mr. Margolis makes is that a demonstration should be "merchandised." A cracker, for example, should be shown not only in the cracker section, but also in the cheese and jelly sections, possibly in the bottled drink department.

Create Good Will

Although demonstrators are taught to try for multiple sales, they are warned against high-pressure selling methods, since the major objective of the demonstration is good will.

Currently the firm's staff is demonstrating Ocean Spray frozen cranberry juice, Arnold bread and rolls, and Hafnia ham in leading stores in Westchester County, N. Y., and in New Jersey. One store in White Plains, N. Y., sold 35 cases of Ocean Spray in a four-day period. There is also a demonstrator at R. H. Macy & Co., New York City, where sales of the juice went 300% ahead of previous volume.

In addition to furnishing trained personnel, the complete services includes uniforms, demonstration tables, paper cups, dishes, cooking utensils, and wooden forks and spoons.

TASTE TELLS THE STORY for Ocean Spray frozen cranberry juice at R. H. Macy & Co., New York City, where this operation by Food Store Demonstrations, Inc., raised sales 300%.



Goods of America packaged by Milprint

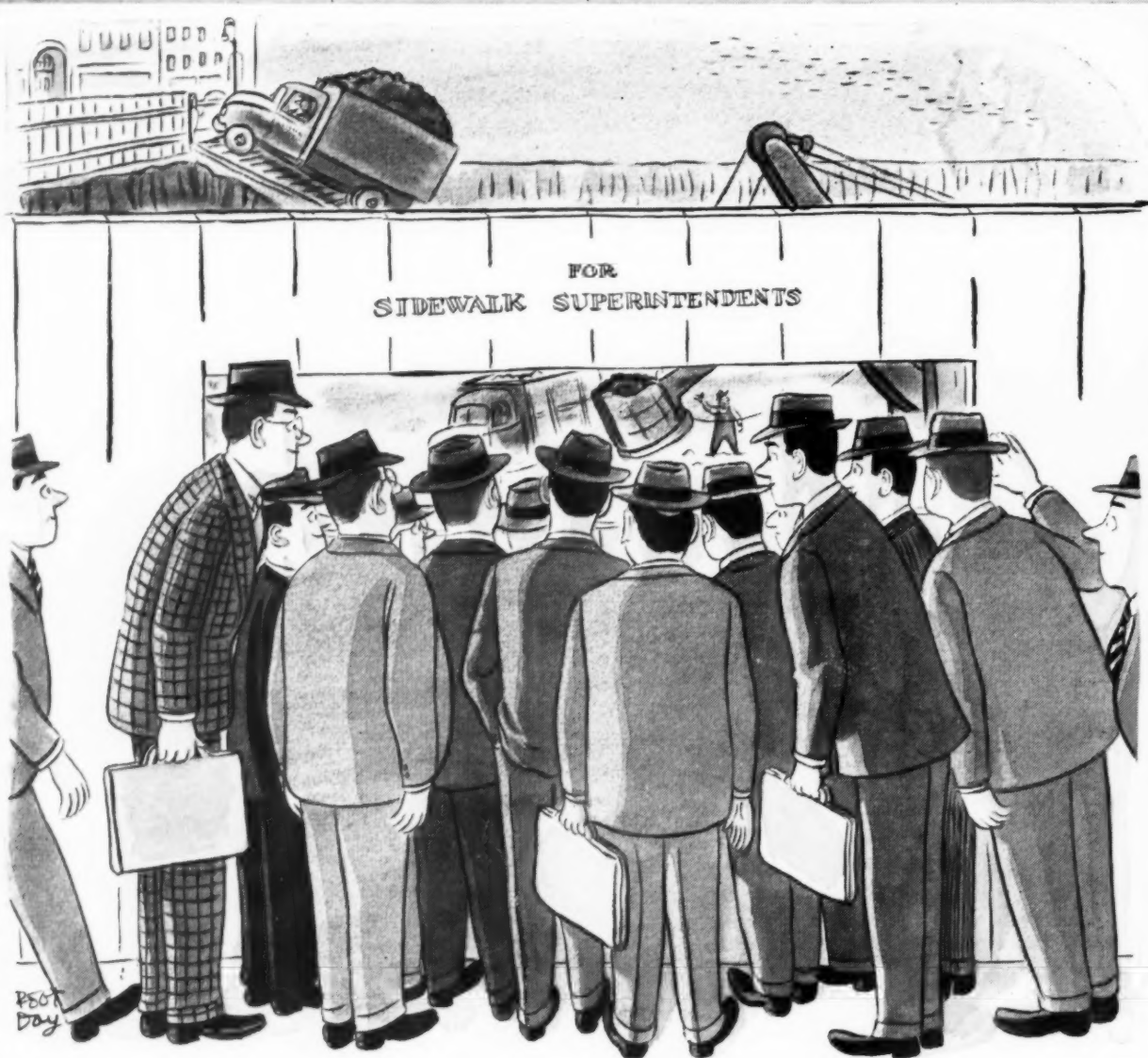
For more than 50 years, Milprint skill,
ingenuity and knowledge have
helped move America's merchandise into
consumers hands. If you're looking
for a better package look to Milprint,
the world's leading producer
of self-selling packages.



Printed Cellophane, Pliofilm, Acetate, Glassine, Plastic Films, Foils,
Folding Cartons, Lithographed Displays, Printed Promotional Material

This insert printed by Milprint, Inc.

Milprint INC.
PACKAGING MATERIALS
LITHOGRAPHY & PRINTING
GENERAL OFFICES, MILWAUKEE, WIS.
SALES OFFICES IN PRINCIPAL CITIES



pulling power

There are some things you just can't resist. There's an attraction, something that catches and holds your eye. So it is with The First 3 Markets Group, magazine and picture sections of The New York Sunday News, The Chicago Sunday Tribune, The Philadelphia Sunday Inquirer. In 363 counties that account for 34% of the total U. S. retail sales, First 3 Markets Group draws an audience of over 1/2 of all the families.

the group with the Sunday Punch



FIRST 3

MARKETS GROUP

NEW YORK SUNDAY NEWS
CHICAGO SUNDAY TRIBUNE
PHILADELPHIA SUNDAY INQUIRER

rotogravure
cologravure

picture sections
magazine sections

New York 17, N. Y., News Building, 220 East 42nd Street, VAnDerbilt 6-4894 • Chicago 11, Ill., Tribune Tower, Superior 7-0043
San Francisco 4, Cal., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 17, Cal., 1127 Wilshire Blvd., MICHigan 0578



How America Was Sold On Picture Windows

Based on an interview by Lester B. Colby with **G. P. MacNICHOL, JR.**
Vice-President in Charge of Sales, Libbey-Owens-Ford Glass Co.

The Thermopane window is now just as much a part of America's language as the bay window of yesteryears. It's all come about since L-O-F has put the major part of its promotion dollars behind a vast educational plan.

Thanks to the fact that more progress has been made in the technique of glass manufacture in the last 50 years than in all the centuries preceding, glass is one of the least expensive manufactured materials. When window panes were made by hand, bubbles were common, surfaces were wavy and, paradoxically, the price was high. As a consequence, glass played a modest role in architecture. Windows were small and few in number.

When new machines and processes resulted in better products, lower costs and enormously expanded production, glassmakers found themselves at a familiar industrial crossroads. The existing market, predicated on older manufacturing methods, was not hard to capture. But if the industry was to continue to thrive, new expanded markets had to be found.

The Libbey-Owens-Ford Glass

Co., Toledo, Ohio, is one of the world's largest makers of plate and window glass. G. P. MacNichol, Jr., vice-president in charge of sales, says this:

"Our job, and one that we have been working on now for 20 years, is to sell larger areas of glass and to sell two panes where only one was sold before."

Question him further, and his story will unfold like this: When you sell glass you sell not so much the glass itself but the "faces" of the glass. Thus, to the glassmaker, the sale of two square feet of $\frac{1}{8}$ " thick glass is almost twice the order that one square foot of $\frac{1}{4}$ " thick glass would be. This is particularly true in plate glass where much of the cost derives from the mechanical grinding and polishing of the surfaces. In selling two panes for one, there have been three major steps:

1. About 20 years ago, the automobile industry began to substitute safety glass for ordinary glass in car windshields. Safety glass is made by laminating two sheets of glass together using a plastic between them. This meant the sale of two panes of glass, with four glass surfaces, where only one pane with two surfaces were sold before. Libbey-Owens-Ford, having spent years in safety glass research, took its story to consumers via magazines and radio, made people conscious of the need for protection from broken flying glass. The proposition was sound and the people and the automotive industry bought what the company had to sell.

2. Manufacturers of insulation for walls and roofs had made the people of the United States insulation conscious. Libbey-Owens-Ford turned this awareness to its own advantage. A principal source of heat leakage is through single glass—a good conductor of heat. An answer was avail-

PHOTO ABOVE: Office buildings offer spectacular opportunities to make use of heat-insulating Thermopane. Now the offices as well as homes have rooms with views.

PICTURE WINDOW homes have been designed for ultra-moderns, for the double-deck porches of New Orleans, and the charm of an Old Kentucky Home.



able in the form of storm sash which had been used only in the extremely cold sections of the country. Other manufacturers of both millwork and glass doubted that the sale of storm sash could be much increased. And profit-wise, the glassmaker had less of a stake than the maker of the frames. But month after month, year after year, LOF pointed out in magazine and radio advertising the benefits to the home owner in terms of comfort and fuel saving. After 10 years of steady plugging, storm sash, once familiar only to Minnesotans and others in similarly rugged climates, was carried in stock by lumber dealers in Kentucky and Virginia. Again, two panes of glass for one.

3. Five years ago, after long and costly years of research, a brand new product, known as Thermopane, was released for general sale. The name is the property of Libbey-Owens-Ford. It is a double pane, metal-sealed around the edges, with a dehydrated air space between. So again, two panes for one.

The sales program on Thermopane is following swiftly on the trail blazed by safety glass and storm sash. LOF has weighed the reasons why Thermopane should replace single glass in the glazing of office buildings, schools, hospitals, and homes. Costly experiments have been underwritten to prove in each application the soundness of the argument. The major share of the company's advertising dollars is being put behind Thermopane, and this will be continued until Thermopane is as universally accepted as safety glass.

The product development story of Thermopane is a long one. In 1930,

Charles Haven, a Milwaukee refrigeration engineer, and Dr. George B. Watkins, LOF's research director, each working independently and unknown to the other, began to experiment with a double glass unit. Like others who had worked on the same idea, they bogged down in the efforts to find a suitable seal.

If the seal which joins the panes together at the edges does not remain permanently air tight, the unit will "breathe" as temperature and barometric pressures vary. Water vapor will be drawn into the air space, and water will condense on the inside surfaces of the panes.

Problem Solved

In 1934, Mr. Haven and LOF joined forces. The Mellon Institute was brought into the picture. It was at last determined that no organic seal could be made permanently air tight. All research was then turned to using metal as a seal, and finally they found an alloy of aluminum, titanium, and copper which could be bonded to glass. With this seal, the dehydrated air put in the unit at the factory remained dry in service and condensation between panes no longer was a problem.

This blanket of dry air, in some units $\frac{1}{4}$ " thick and in others $\frac{1}{2}$ " thick, roughly cuts in half the transmission of convected and conducted heat through single glass. And it is this fact on which most of LOF's sales arguments are based.

In the establishment of its products, LOF has consistently moved its forces into the market in orderly array. In the promotion of safety glass,

the windshield was tackled first, as the window which needed safety glass most. Then the company went after all the other windows of the car. In the promotion of storm sash, the sales effort was aimed first at areas where already some storm sash was used, later extending that effort to more southerly regions.

With Thermopane, the objectives which were easiest of attainment were likewise the first attacked. The product was a natural for refrigerator showcases where already multiple glazing was used. The case manufacturer could avoid all the trouble of keeping inner surfaces free of finger marks and dirt, and by buying Thermopane could offer for sale a case which would remain free from fogging. LOF, by concentrating its effort in this field, captured a major share of that market.

Picture windows, which LOF has consistently promoted for more than 15 years, came in with a rush in postwar homes. So large an expanse of glass was a very noticeable source of heat leakage and should be insulated. Storm sash for such openings was expensive and needed two men and a boy to handle. LOF moved in with Thermopane and, together with the sash manufacturers who first sensed the opportunity, took that sales objective in stride.

LOF pushed the idea of even larger windows and window walls, where Thermopane would certainly be a must, through the medium of solar housing. During the war the Illinois Institute of Technology, after observing the functioning of a solar house for a year, issued an enthusiastic report.

**YOU CAN'T WOO
BOTH GALS WITH
ONE SHEET**



In advertising, as in romance, concentration does it! Use the concentrated circulation of The San Francisco Call-Bulletin to woo the prosperous and compact San Francisco market. Nearby metropolitan markets have their own metropolitan newspapers, and it takes another sheet to reach 'em. You can't reach 'em or impress 'em with a postscript message in your San Francisco advertising.

**IT TAKES CALL-BULLETIN CONCENTRATION
TO WIN THE SAN FRANCISCO MARKET**

THE CALL-BULLETIN

SAN FRANCISCO'S FRIENDLY NEWSPAPER

Moloney, Regan & Schmitt
can show you how to court
the San Francisco market

SEPTEMBER 1, 1950

In this house, built with a broad expanse of double pane plate glass on its southern exposure, the thermostat was set at 72 degrees. During a period in which the thermometer dropped to 17 below zero and never rose above 5 below, the automatic controls shut off the furnace at 8:30 A.M. and did not turn it on again until 8:30 P.M. The source of daytime heat was sunlight streaming through the glass south wall.

Spread the Word

LOF made every effort to see that this story got the widest possible circulation. It went out over news wires, was reported by radio commentators, and in a few days was being discussed everywhere. Before long, stories of the solar house were being printed in *Readers' Digest*, *Life*, *Collier's*, *Liberty*, *Better Homes and Gardens*, *The American Weekly*. Film newsreels were contacted, and solar houses were shown in theaters everywhere.

A long range fact-finding and promotional program was launched. Forty-nine selected architects, one for each state in the Union plus the District of Columbia, were commissioned to design solar houses adapted to their own localities.

Data were accumulated on sun conditions during the heating season, averaged over a period of 30 years or more and in various cities. Formulas were developed for the calculation of the angle of the sun's rays, in various latitudes, seasons of the year, and hours of the day, to vertical walls which faced various points of the compass. With such data, the amount of supplementary radiant heat which might be expected through a given window could be calculated, also the size and width of roof projection which would shade the window from the direct rays of the high summer sun and yet admit the rays of the low winter sun.

Simon & Schuster, New York publishers, became interested and published a highly illustrated book titled "Your Solar House." Libbey-Owens-Ford, cooperating, permitted the publishers to use in the book the architects' drawings and descriptions of each of the 49 houses, with a story telling the reasons for the special designs in each case.

This volume and its varied plans dispelled the notion that solar houses necessarily should resemble the early, filling-station-type prototypes. Vermonters would find their full basements in a solar house. Florida's citizens would find solar houses that paid attention to their special problems of air circulation and bug-proofing.

Libbey-Owens-Ford pushed further, providing a grant to underwrite a test of solar house principles at Purdue University's School of Mechanical Engineering. Two experimental houses were built on the campus. They were identical except that one had conventional windows, with 12% of its wall area in glass, the other with 22½% of its wall area in glass.

The north and west walls of both houses had the same window area, but in the east wall of the solar house there was 80% more glass. In the southern wall, 51% of the wall area was glass against 18½% for the orthodox house. Results were carefully logged. The report, and others similar to it, has been printed to provide evidence of the value of solar heating and to prove how it can save on fuel bills.

LOF claims no credit for the discovery of a new heating principle. They point out that Zenophon, who lived 300 years before Christ, wrote:

"In houses with a south aspect, the sun's rays penetrate into the porticos in winter, but in summer the path of the sun is right over our heads, so that there is shade. If then, this is the best arrangement, we should build the south side loftier, to get the winter sun, and the north side lower to keep out the cold winds."

Practical Application

LOF's contribution is the correlation of available data on sun energy, a scientific study of its application to heating, and the invention of Thermopane to make its use practical.

And LOF did not rest its case on money savings alone. By recalling man's early struggles to bring light and sunshine into his dwelling place, it contrived to make the use of large glass areas in solar houses an aesthetic as well as a heating triumph. The company uses handsomely illustrated books and folders to stir the home owner's desire.

Thus a new style of home architecture has appeared on the American scene. Solar houses take their place alongside Colonials, Cape Cods, ranch houses, and transplanted European types.

It may seem a long way around the barn for the manufacturer of one component part of a house to spend its energies to help in the establishment of an architectural trend. However, the worth to LOF is readily apparent when openings are created for glass which make insulating Thermopane necessary.

By aiming its sales artillery first at the markets easiest of attainment—refrigerator showcases, office build-

ings, schools, hospitals, picture windows, and window walls in homes—LOF has nursed a lusty infant to a vigorous young giant in the years since the war. 1946 sales were four times as great as 1945. 1947 sales were four times as great as 1946. And 1948 and 1949 sales showed equally impressive dollar volume increases.

Only the Beginning

"The worth of Thermopane has been proved in many markets. The present volume of its sales is very gratifying," says Mr. MacNichol. "But we are only well on our way. Wherever a window is now glazed with single glass, we intend to find out whether or not there is a sound economic reason for using Thermopane. Where we can prove that there is a sound reason, we propose to go after that business as vigorously as we went after the markets we now have for Thermopane.

"For example, the next market to be developed is the glazing of regular double hung and casement windows for homes. The potential of this market is larger than all the business for Thermopane we have developed to date. The crux of our sales argument in this field is that people now generally use storm sash to insulate their windows. Thermopane gives them all the advantages of storm sash, in fuel savings and comfort, without the spring and fall job of putting them up and taking them down.

"To date, sash manufacturers have been handicapped in the release of double hung and casement sash for Thermopane by the shortage of materials. We have had to glaze Thermopane in sash made to order by specialty houses for this type of window. Despite the marked increase in cost to the consumer this involves, hundreds of sales have been made in every logical marketing area. Standard residential steel and aluminum windows for Thermopane have just come on the market. And now that one or two of the big wood sash manufacturers are going to release a standard sash for Thermopane at a reasonable price, this market will develop rapidly.

"After all, while picture windows and the window walls of solar houses represent a dramatic outlet for glass, the bulk of the market will continue for some time to be in the kind of window we open in the summer to let in the breeze. We will do even more to help the manufacturers of sash build a market for windows with Thermopane than we did to help them build the original double glass market in storm sash.



● **FIRST WITH AMERICA'S
GREATEST DAIRYMEN...**

*"because it speaks
our language!"*

**ONLY THE "AG" WILL DELIVER
YOUR SALES MESSAGE TO 90
PERCENT OF WISCONSIN'S BEST
FARM HOMES**

Wisconsin Agriculturist and Farmer is "good neighbor" to more than 9 out of 10 of Wisconsin's best farm families. The farmers who read it average FIVE times the income of the average U. S. farmer, according to U. S. Census figures. These people read Wisconsin Agriculturist and Farmer because they *like* it, because it talks their language, discusses their problems and helps solve them. It's *their* paper. It's *your* best advertising medium if you have something that America's greatest dairymen need and want.

"We look forward to each issue of the Wisconsin Ag because it speaks our language," says J. C. Ellis, Route 1, Franksville, Wisconsin. "It's our own state farm paper. The Wisconsin Ag gives us information we can use when we can use it, not when it's too late to do us any good."

Right there you have the key reasons why Wisconsin Agriculturist and Farmer is *preferred* in America's richest dairyland—it's "local", it's timely, it's trusted.

Depended on Most for Farm Information

Wisconsin farmers and their homemakers depend on the Wisconsin Agriculturist and Farmer for more different types of information than any other farm publication.

This down-the-line preference for Wisconsin Agriculturist and Farmer is demonstrated in a recent survey made by a Midwest advertising agency which asked the farmers and their wives where they go for information on farming and homemaking. The results are available to you. Ask our representative to show them to you.



WISCONSIN *Agriculturist* AND FARMER

DANTE M. PIERCE, Publisher

SEPTEMBER 1, 1950

69



SO SIMPLE was the merchandising plan that any baker, however small, could follow it. Get customer to ask about the new coffee cake, give her a sample . . . and ask her to buy.

We Thought About Coffee Cake . . .



CUSTOMERS WANTED TO KNOW the answer. Bakers posted this on their windows and re-echoed it on a counter card and on a lapel pin worn by salespeople.

This is the story of a product that got sick—and what we did about it.

The product is called Fruiticene. It is a finely chopped preserved fruit enriched with flavor and color. It comes in five different varieties.

Its original major use had been as an ingredient in certain kinds of icing mixtures for cakes. But we were no longer getting the volume we felt the product deserved.

Checking into the reasons for the failure of Fruiticene to maintain volume, we found (1) that consumers were tired of the uses we had suggested for it in the past; (2) that we

. . . and we found the clue. Sales were off on Fruiticene because its old market wore out. Lyons-Magnus reversed the sagging sales curve by developing a new use for the product, showing baker-customers how to merchandise it.

had not been suggesting any new uses. Our first problem, then, was to find new uses.

We gave the matter careful thought which involved a study of the market. One question we asked ourselves was this: If consumer tastes have shifted, what are people eating now that might provide an idea or ideas for new uses for our product? It didn't require profound research to find out that a most popular bakery product right now is coffee cake. In the trade the varieties of this cake come under the general head of "sweet dough." Our problem boiled down to a specific project: a use for Fruiticene in sweet dough.

We gave it to our research laboratory and the laboratory worked, in turn, with a friendly local bakery. The result was a new kind of coffee cake. We were able to present the industry with a means of putting together a new item, using the same "sweet dough" it was accustomed to using, and by means of a carrying agent not generally used in dough, incorporating our product in the item.

After proving to our own satisfaction that it would work well, we

gave it a thorough testing in our own laboratory. Then, with the aid of the local baker, we tested it on a commercial scale to get shop application. We were convinced that we had something to offer bakers—something that would increase their sales and profits on a standard item. There would be little difficulty, we felt, in selling the new use to bakers.

But we didn't stop there. The next question we posed to ourselves: How to get the bakery store personnel to sell the new product after it got into the shop?

After something like a quarter of a century working with the bakery trade, naturally we know its problems pretty thoroughly. The merchandising plan we developed was designed for simplicity. We intended that it should require no effort in its application on the part of the retailer or his personnel, that no training or coaching of sales personnel

BY STANLEY GREEN
Manager, Bakery Division
Lyons-Magnus, Inc.

SALES MANAGEMENT

IN 30 Seconds

THIS SHOULD OPEN YOUR EYES...

Study for 30 seconds this frank scoreboard of hits and runs on advertising media. It should open your eyes to the surprising advantages of Spot Movies (Film Commercials) in theatres. Join the more than 70 prominent national

advertisers like Ford, United Fruit, Westinghouse, Chrysler, and General Baking who are cashing in with this medium. Phone or write the nearest office of The Movie Advertising Bureau for more facts today.

Media Scoreboard

ADVANTAGES	SPOT MOVIE ADS	TV	NEWS- PAPER	MAGA- ZINE	RADIO	BILL BOARD
Printed Word	X	X	X	X		X
Illustration	X	X	X	X		X
Motion	X	X				
Color	X			X		X
Spoken Word	X	X			X	
Music	X	X			X	
Demonstration	X	X				
Full Dramatization	X	X				
Commanding Size	X					X
Immediacy		X			X	
100% Readership	X					
Complete Audience Attention	X					
Available at Home		X	X	X	X	
Audience Selection by Neighborhoods	X					X
Audience Selection by Buying Power	X			X		X
Average Cost Per Actual Reader	\$.004	?	?	?	?	?
TOTAL	13	9	3	5	4	6



The Movie Advertising Bureau

MEMBER COMPANIES: UNITED FILM SERVICE, INC. • MOTION PICTURE ADVERTISING SERVICE CO., INC.

NATIONAL OFFICES NEW YORK: 70 EAST 45th ST. • CHICAGO: 333 NORTH MICHIGAN AVE. • NEW ORLEANS: 1032 CARONDELET ST.
KANSAS CITY: 2449 CHARLOTTE ST. • CLEVELAND: 526 SUPERIOR N. E. • SAN FRANCISCO: 821 MARKET ST.

SEPTEMBER 1, 1950



If you want to sell
Washington State,
you've got to

think
Twice
about
TACOMA

50% of Washington
State's business
and populaton is
within a 50-mile
radius of Tacoma!

Only The News Tribune Covers Growing Tacoma

In the rich Tacoma market, The News Tribune's 70,500 metropolitan circulation overshadows all other papers. "Outside" dailies deliver less than half the recognized bare minimum coverage.

For complete details, see
SAWYER, FERGUSON, WALKER CO.

The
TACOMA
News Tribune



would be required and that the merchandising and selling should be nearly automatic.

We offered with the sale of Fruiticine what we called a "Shopper Stopper Kit." This tied up the plan in a package. Paving the way for it, we ran full-page display advertising in bakery business publications. We sent our broadsides to all retail bake shops in 11 western states, which is the territory we sell. We primed our salesmen and our distributor salesmen with full information on the plan, providing them with samples of the kit.

The initial business paper advertising and the broadside described briefly both new uses of the product and the Shopper Stopper merchandising kit with its merchandising plan, illustrating the baker's end products made with Fruiticine, and the selling aids we were offering.

The broadside was a simple coated sheet, 8" x 11", confectionery pink inside, gray on the outside, and folded once for mailing to make its own envelope. On the side with the address was a drawing of a pert salesgirl with the circled question, "What's new in coffee cakes? Ask me." In large type below: "Tease 'Em and Sell 'Em." On the back of the envelope a humorous drawing of the boss watering a plant pot with a big blossom labeled "\$" had this caption and text: "Blossom out with Coffee Cake Blossoms . . . A new taste in coffee cake . . . and easy does it! See inside for easy make-up method . . . Use the 'Shopper-Stopper' Sales Booster Kit . . . Watch your volume grow." In the lower left-hand corner was the Lyons trade-mark and slogan "For Finer Flavor."

Table of Contents

The kit contained:

1. Three jumbo (3" diameter) badges for the retailer's salesgirls to wear on their uniforms. On a lemon yellow enameled metal background was printed a large question mark in bright red and above it the question: "What's New in Coffee Cakes?" Below the question mark, at the bottom of the badge: "Ask Me."

2. Three 9" x 12" posters (white on bright blue—a large red question mark on white circle in center) asked the same question ("What's New," etc.), with the added line below: "Try Our Newest—Created for You." One of the posters was easel type, the other two were soft sheets for use on windows or elsewhere at point-of-sale.



If you want to sell
Washington State,
you've got to

think
Twice
about
TACOMA

50% of Washington
State's business
and populaton is
within a 50-mile
radius of Tacoma!

Only The News Tribune Covers Growing Tacoma

In the rich Tacoma market, The News Tribune's 70,500 metropolitan circulation overshadows all other papers. "Outside" dailies deliver less than half the recognized bare minimum coverage.

For complete details, see
SAWYER, FERGUSON, WALKER CO.

The
TACOMA
News Tribune



All the retailer had to do to make the plan work was: (1) put the badges on his salesgirls' uniforms; (2) place a plate with samples of the new coffee cake on the counter with the easel poster; (3) instruct his salesgirls how to follow through.

All bakers sell coffee cake and want to sell more of it. When the field men—our own or our distributors—entered a bake shop, this was the approach: "Here is a merchandising plan to increase your volume on coffee cake." The salesman presented the Shopper Stopper kit, explained the plan, showed the retailer and his staff how easy it was to arouse customer interest.

Toothsome Test

One thing we did have our men take great pains with was to point out that merely putting the poster on the counter would not do the job, nor would the poster and the badge alone. The baker must be sure to have a dish there with little pieces of the coffee cake stuck with toothpicks so the salesgirls could give samples to customers.

The customer's glance probably had taken in the soft-sheet poster in the show window or in a display case. At the counter she noticed the easel display poster. On the salesgirl's uniform was the badge with its "What's New in Coffee Cakes?—Ask Me" lead. Shoppers had their curiosity aroused. The customer made the opening with a question, a gesture.

The ice was broken. The salesgirl without effort, with no impression of pressuring, had her opening to say a few enthusiastic words about the new kind of coffee cake and immediately offer the customer a sample. The sale was a cinch.

The only problem we had was to get the distributor's salesmen to take the kit out with them once, just once, when they called on the trade. The average of sales to calls, once they did this, was so high they needed no further convincing. Our own salesmen went out with distributors' men and worked with them on calls to demonstrate the method and the response.

When they saw the possibilities, which they quickly did, they continued with enthusiasm. Usually, we would aim at getting first of all the cooperation of the sales manager of each of the distributor organizations contacted. He would then get one of his salesmen going on it. After that there was no trouble.

In our first test area, San Francisco, one of our distributor's men

**WHOSE FURNISHINGS
SHALL WE BUY FOR
OUR NEW HOME?**

**LET'S LOOK AT OUR
HOME OWNERS' CATALOGS
AND DECIDE!**



THE greatest single factor of influence on buying decisions in the billion dollar custom-built housing market . . . Home Owners' Catalogs.

The most effective, most economical distributor of consumer sales literature to the greatest number of qualified home-planners . . . Home Owners' Catalogs.

More manufacturers' consumer catalogs distributed via Home Owners' Catalogs in 1950 than ever before—over 2,480,000!

See Standard Rate & Data Service
for rates and complete data.
Or write to . . .

HOME OWNERS' CATALOGS

THE F. W. DODGE CORPORATION'S

**CONSUMER CATALOG
DISTRIBUTION SERVICE**

119 WEST 40TH STREET • NEW YORK 18 • NEW YORK

ELIMINATE MILEAGE ALLOWANCE PROBLEMS—

Pick your salesmen on merit...

We'll supply the cars!

Mr. R. A. Moore, Sales Manager,
Any Large Manufacturer,
Anytown, U.S.A.

Dear Mr. Moore:

Here is a simple plan that lets you pick your salesmen the way you want to—without worry as to the car they have or costly financial arrangements for one. Four Wheels Inc., national automobile leasing plan has, for 14 years, been supplying fleets of brand new automobiles to American business leaders at point of use.

Here are just a few of the advantages:

- ★ No Capital Investment
- ★ No Costly, Inequitable "Mileage" Payments

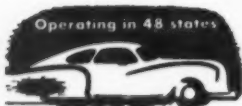
- ★ Increases Salesmen's Efficiency
- ★ Your Costs are Operating Costs ... tax deductible.

Plan available to any established company on yearly contract.

Yours very truly,

R. A. Moore
President

P.S. AVAILABLE IMMEDIATELY
DELIVERED ANYWHERE



Write for free Brochure TODAY!

FOUR WHEELS, Inc.

6150 N. WESTERN AVE., CHICAGO 54, ILL.

**ARE YOUR
SALESMEN
FACING
"CONDITIONS"?**



TODAY your salesman still has to sell . . . And there is an idea available to you today that will help him sell better . . . and more.

- A **profitable** idea in use by 50,000 U. S. and Canadian salesmen
- An **unusual** idea designed to make your present sales force more valuable
- A **workable** idea which will up your profits without increasing administrative costs

It will be our pleasure to explain to you how we are helping business leaders with their selling problems.

ROBERT PALMER CORPORATION

SALES COUNSELORS

521 Fifth Avenue
New York, N. Y.

El Presidio
Santa Barbara, California

20 E. Jackson Blvd.
Chicago, Illinois

sold 60 deals in four or five days. In a second test area we had a salesman take half a dozen bake shops as they came. He sold six out of six. Consistently, the proportion of sales to calls has been exceptionally high. In our initial test area the sales of Fruiticene are showing a 40% increase as a result of the plan. We are just beginning to extend it over our territory.

Chain Reaction

There is an interesting angle at the retail end: Bake shops getting behind the plan found their entire business picking up, not just the product being promoted. For example, one large bakery that operates a group of stores told us that this merchandising idea was definitely a shot in the arm for their salesgirls up front.

It lifted their morale, made them more positive in their approach to the customer. As a result, the increased sales in the coffee cake carried with them better sales of other items.

We found, too, that some of our larger customers—the bakery department of a department store, for example—amplified the plan with additions of their own, making it that much more effective for their particular operation.

We are making no predictions to ourselves or others on this. The plan is hardly out of the testing stages, and consumer taste is fickle. But there are indications that our new kind of coffee cake which started out to be a specialty will become a standard daily item.

Our experience has interested us for several reasons. In an operation such as ours—and our customers'—producer and retailer can get into a rut. Certain staples are involved and items of regular production appear to offer little opportunity for variation and, hence, promotion.

The consumer provides the warning through waning interest. In the case of such staples, more than any other product, a sales department should be alert to keep them alive by coming out every so often with new utilization of the product or some fresh selling approach for the retailer.

This is not only good business for the manufacturer. By tying in with it good business for the retailer as well, it wins good will beyond measure. Your customer knows that you are not merely trying to sell him some merchandise, but taking pains to see that the item moves actively out of his showcase.

40 Selected Business Films Provide Selling Clues

Often many highly effective industrial films are not put to full use largely because prospective users of them are not aware that these films may be obtained on a loan basis or rented for moderate fees. As a start in calling

attention to these films, Harold R. Nissley, Cleveland Heights, Ohio, film consultant, with the aid of a score of audio-visual experts, has selected the following 40 films, which you may obtain by writing to the sponsor:

TITLE	FILM DATA	SPONSOR	PRODUCER
1. All I Can Do	16mm, 25 min. bw, 1948	Cooper's Inc.	Wilding Picture Prod., Inc.
2. Before and After	16mm, 10 min, Technicolor, 1949	Alexander Smith & Sons Carpet Co.	Alexander Smith & Sons Carpet Co.
3. Better Run for Your Money	16mm, 28 min, so, co	East Ohio Gas Co. (Cleveland)	East Ohio Gas Co.
4. Big Tim	16mm, 10 min, sc, co, 1950	The Timken Roller Bearing Co. (Canton)	Wilding Picture Prod., Inc.
5. Case of Tommy Tucker, The	16mm, 30 min, so	Chrysler Corp. (Detroit)	Wilding Picture Prod., Inc.
6. Cheese Family Album	16mm, 32 min, co, 1949	Kraft Foods Co.	Wilding Picture Prod., Inc.
7. Clean Waters	16mm, 30 min, so, co, 1946	General Electric Co. (Schenectady, N. Y.)	General Electric Co.
8. Death to Weeds	16mm, so	The Dow Chemical Co.	The Jam Handy Organization
9. Demonstrate to Sell	16mm, 32 min, bw, 1948	Westinghouse Electric Co. (Pittsburgh)	Wilding Picture Prod., Inc.
10. Doomsday for Pests	16mm, so	The Sherwin-Williams Co.	Jerry Fairbanks, Inc.
11. Endless Engineering	16mm, 10 min, bw, 1949	U. S. Rubber Co. (N. Y.)	Wilding Picture Prod., Inc.
12. Guardians of Precision	16mm, so	The Gruen Watch Co.	Films for Industry
13. Hello Business	16mm, 20 min, so, co, 1949	Dictaphone Corp. (New York)	Transfilm, Inc.
14. Farewell to Blue Monday	16mm, 35 min, Kodachrome, 1949	Los Angeles Soap Co.	Wilding Picture Prod., Inc.
15. Found Money	16mm, 26 min, bw, 1950	Inland Marine Underwriters Assn.	Wilding Picture Prod., Inc.
16. It's Good Business	16mm, so	Bates Manufacturing Co.	Caravel Films
17. It's Up to You	16mm, so	Associated Merchandising Corp.	Films for Industry
18. Last Date	16mm, 18 min, bw, 1950	Lumberman's Mutual Casualty Co.	Wilding Picture Prod., Inc.
19. Light in Your Life, The	16mm, 27 min, so, co, 1949	Lamp Dept., General Electric Co.	Rafeal G. Wolff
20. Life Stream	16mm, 45 min, so, co	Standard Oil Company of Calif.	Standard Oil Co. of Calif.
21. Magic Key, The	16mm, 25 min, so, co, 1950	Cleveland Advertising Club	R. Wolfe Studios
22. Mahogany—Wood of the Age	16mm, 39 min, so, co	Mahogany Association, Inc.	Mahogany Association
23. Mr. Craig Has the Floor	16mm, so	Johns-Manville Corp.	Luther Reed, Inc.
24. Ohio Wildlife	16mm, 18 min, so, co	The Standard Oil Co. of Ohio	The Standard Oil Co. of Ohio
25. Our Silent Partner	16mm, 28 min, so, co	East Ohio Gas Co. (Cleveland)	East Ohio Gas Co.
26. Pueblo Bay	16mm, so	Ford Motor Co.	Transfilm, Inc.
27. Road to Opportunity	16mm, 25 min, bw	Fuller Brush Co.	Caravel Films
28. Roots in the Soil	16mm, 61 min, bw, 1950	Deere & Co.	Wilding Picture Prod., Inc.
29. School That Learned to Eat	16mm, 25 min, so, co	General Mills, Inc. (Minneapolis)	Wilding Picture Prod., Inc.
30. Selling Against Resistance	35mm, 6-15 min, 1950, so, film-slides \$225	Dartnell Corp. (Chicago)	Wilding Picture Prod., Inc.
31. Speed Nut Savings Story	16mm, 15 min, bw, 1948	Tinnerman Products, Inc. (Cleveland)	The Jam Handy Organization
32. Television Spots	16mm, 15 min, bw, 1949-1950		Wilding Picture Prod., Inc.
33. This is Nylon	16mm, 30 min, so, co	E. I. Du Pont de Nemours & Co.	E. I. Du Pont de Nemours & Co.,
34. Through the Window	16mm, 40 min, so, co	E. R. Squibb & Sons, Inc.	E. R. Squibb & Sons, Inc.
35. Time for Living	16mm, 30 min, Kodachrome, 1949	American Institute of Laundering	Wilding Picture Prod., Inc.
36. Two for the Money	16mm, 25 min, Kodachrome, 1950	Remington Arms	Wilding Picture Prod., Inc.
37. Two Salesmen in Search of an Order	16mm, so	Dictaphone Corp.	Caravel Films
38. Workhouse on the Farm	16mm, 25 min, bw, 1950	Willys Overland Motors, Inc.	Wilding Picture Prod., Inc.
39. Yellowstone	16mm, so	Ford Motor Co.	M. P. O. Productions, Inc.
40. Zip Zip Hooray!	16mm, 16 min, so, co, 1949	The Spool Cotton Co. (New York)	Transfilm, Inc.

Abbreviation Key

mm: film width in millimeters. min: running time in minutes.
bw: black and white. co: color. si: silent. so: sound.

19.: year film was produced. fs: film slide (35 mm and usually with sound accompaniment)



BEFORE: in the "tobacco road" one-crop days soil was not treated as a regional resource. Erosion caused terrific damage.



AFTER: Here is the same Georgia scene a few years later, with kudzu binding the soil and building a deep turf

Cash Registers Ring in the South As Buying Power Climbs

Per capita income has almost trebled since 1929. Rural electrification is growing apace. Crops are being diversified. Farm machines are multiplying. There's a pattern of growth. But the South still needs more heavy industry.

Been South lately? You'll never recognize the place.

Ten years of a prosperity unparalleled since the Civil War have face-lifted the entire region.

Many of the long dusty roads are paved now. Unpainted shacks are fewer. Tidy well-kept frame houses fringe the highways. Towns in which a dilapidated cotton gin was the most impressive landmark not so long ago, now proudly boast modern functionally designed buildings housing small service businesses or light industries. Retail stores have lost that lazy timeless look. People, well dressed by any standard, crowd the counters buying radios, refrigerators and furniture in air-conditioned, up-to-the-minute shops. Newly-built houses have a ready market and car dealers wear the permanent smile

that comes to merchants who can't keep up with demand.

Ten years ago the roads through this country ranged through mile after mile of gullied and eroded lands. Corn, cotton and tobacco were the unchallenged rulers of the fields. Today seeded pastures, green the year around, can be seen in nearly every county. Cattle raising has become a huge agricultural activity, with treble the number of livestock in the last decade. Farm mechanization is no longer something people dream about. George B. Nutt, head of the Department of Engineering of Clemson College in South Carolina, reports that the number of tractors in use from Mississippi to Virginia has gained 320% in the period from 1940 through 1948. Since 1945 the number in use has doubled.

Rural electrification, almost nonexistent in 1933, has been completed in 86% of the farm homes of Georgia; the southern state farthest behind has 60% of its farm homes wired. In itself this fact explains why the South has become one of the ranking regions in the purchase of electrical appliances. The surface has only been scratched. Most electrical appliances used on farms are simply adaptations from urban uses. As research develops special appliances for rural use, a still bigger market will open.

Towns and cities, particularly in the Piedmont region, reflect changes in southern agriculture and add to them their own dynamics. In 1938, when the South was labeled "Economic Problem No. 1," wages of textile workers averaged 37.5 cents per hour. Today those wages have nearly trebled. Industrial growth of all kinds is at a pace faster than that of the rest of the country. Trades and services are also expanding faster than the national rate. In fact these

BY A. G. MEZERIK
Roving Editor

SALES MANAGEMENT

MERCHANDISING IMPACT built on Facts from Forbes



CAR CARDS. These gay and chatty Alka-Seltzer cards, illustrated by the well-known artist, George W. French, are both created and produced by Forbes. Running consecutively throughout the year, with timely changes tying into the different seasons, they do an excellent selling job. Alka-Seltzer's advertising agency is Wade Advertising Agency.



WINDOW AND COUNTER DISPLAYS. The effective 5-piece display above introduces baby oil, shampoo, hand cream and cold cream to the Cuticura line. Note how individual units, though an integral part of the ensemble, can also be used as individual displays. Created and produced by Forbes. Cuticura's advertising agency is Atherton & Currier, Inc.



SELF-MERCHANDISERS. These colorful circus baskets, lithographed by Forbes, make an eye-catching display for Necco assorted wafers and act as self-merchandisers as well. They take up little space, act as handy containers, are a welcome selling help to retailers.

FORBES FACTS can help your printed merchandising, too. They are accumulated from Forbes' own experience, continuing studies and *unique* facilities in lithography, letter-press, web gravure and die stamping under one-roof management control. The Man from Forbes will be glad to show you how these facts can be a strong sales-help for you.

SEPTEMBER 1, 1950



Be kind to conductors! Warn them to collect fares in advance. Passengers soon become *customers* when your car cards are *impact-packed* by the Facts from Forbes. Our clients tell us reactions are immediate.

FORBES LITHOGRAPH CO.

NEW YORK • CLEVELAND • BOSTON • CHICAGO • ROCHESTER

Delivers Merchandising Impact



are, in the TVA country, now a larger element than is industry. Better paid jobs and larger food supplies are changing another of those long accepted facts about the South, which has had, by all odds, the highest birth rate in the country. Today, in towns and cities, the rate of population growth is about the same as in that of the rest of the nation.

No doubt about it, the South is

changing—and it is only the beginning of the beginning. For cotton, in spite of all the changes, is still very important to the South. In fact, federal price supports are acting, by guaranteeing a market to planters, as inducements for growing as much cotton as possible, no matter what happens to the soil or the demand for cotton. Whenever the people of the United States eliminate those price

supports, the South will be forced, by economic necessity, to make a final break with cotton. Proof of this is spread over the entire South for everybody whose livelihood is connected with cotton to see.

The South is dotted with great chemical plants which make rayon and nylon. Every pound of these fibers replaces a pound or more of cotton and the process has advanced so far that it is possible, on the basis of advances in synthetic technology, to predict that, within 20 years, cotton will have little use in the textile industry. The switch from cotton to synthetics may be a boon to the consumer or to the nation as a whole—but it will be no boon to the South because so many of the South's institutions are molded by cotton. Unless retraining and new industrialization, particularly in heavy industry which is rare in the South, make their appearance, the removal of the artificial price support structure which now makes cotton a desirable cash crop will tear down every southern gain of the last 10 years. Dislocations will have the most devastating effects in the plantation sections of the South which have shown the least progress on every front.

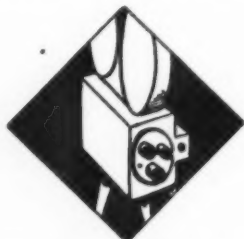
Continuing Boom

However, the shadow doesn't look either big or menacing at this point when business is booming. Officials of the Sixth District of the Federal Reserve Bank (the Atlanta district) are positively exuberant as to the immediate future. Richard Rich, head of the South's largest department store, reports a tremendous volume of demand and sales and no sign of a let-up. Malcolm Bryan, vice-chairman of the board of the powerful Trust Company of Georgia and an able student of the South, is free of worries, at least on the short term. George Biggers, publisher of both Atlanta newspapers recently merged under the ownership of the Cox chain, is faced with concrete evidence of continuing prosperity. Advertising, particularly retail advertising, spurts month after month—so much so that Biggers confronts a shortage of newsprint.

The secret of this present rosy state of affairs is to be found in a few figures. In 1929, a glory year for most of the country, the per capita income in the South was \$371. In 1945, it was \$797. By last year it had jumped to well over \$1,000 a head. That speedy gain has released the tremendous pent-up demand which is being felt in the stores of



Skilled Creative and Producing Staff



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Experience

ATLAS—a producer of motion pictures, slidefilms and TV commercials—has served all types of industry for more than 35 years. Our many repeat orders reflect client satisfaction with the quality of our productions. They also prove that films help sell products and accomplish client objectives. Write or call us today about your specific objectives.

ATLAS FILM CORPORATION

MOTION PICTURES SLIDEFILMS TV COMMERCIALS
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Chicago: AUstin 7-8620

RCA SOUND RECORDING SYSTEM

"Time is a salesman's greatest asset. It is his working capital and, when properly invested in interviews and demonstrations, yields handsome dividends in orders and earnings."

"Salesmanship—Practices and Problems"
by **Bertrand R. Gunfield**

the South today. People of the South needed everything from shoes to automobiles. Their earnings go to satisfy those needs as rapidly as possible.

What would happen if southern income were to match that of the rest of the country and stay at that level for a 10-year period would be more impressive than anything yet seen. In 1947 the rest of the country enjoyed an income of \$1,470 per head, \$545 more than that averaged by the 38 million people of the South. On the basis of the 1947 figures the South, were it to gain income parity with the rest of the country, would gain \$21 billion of new purchasing power annually. And judging by the speed with which money finds its way to the market place here, merchants and suppliers would live in an almost permanent boom while manufacturers all through the country would be filling orders for a long time to come.

Measure this South with the South of 10 years ago and the results are truly wonderful. Measure this South against the rest of the nation, as in the comparison of southern per capita income with that of the rest of the country, and the picture is different. The South is handicapped in several ways. Typical products of the South are agricultural and light consumer goods. These are articles which must find their level in a market which is fairly competitive, in which the price structure moves quite sharply in response to changes in demand. In any exchange of goods, the South is still at a decided disadvantage in bargaining with those regions where large-scale producers dominate the market and maintain price structures which fluctuate little whether times are good or bad. Products which have the firmest price structures are those which the South must buy—regardless of price—to support its economy.

A good part of southern industry is still owned by individuals and institutions located outside the region.

Most of the insurance is written by non-southern firms. The result is a persisting and fairly strong drain of profits and insurance premiums out of the region. In good times these funds may be returned as investments. In bad, there is little return—and that little is unpredictable, a matter which acts as a brake on the planning and growth of southern financial institutions.

The South has gained mostly in payrolls and farm income. It has not anything like the same gain in the size of its capital funds and investment reserves. Big plants do come,

but they are built with outside capital for the economic advantage of individuals other than Southerners. Southern financial strength is still insufficient to finance the auxiliary small and medium size businesses needed for general and rounded industrial expansion.

In industrial and market research, both essential to a developing industrial region, the handicaps are even greater. Though the prewar situation, when 90% of the nation's industrial research personnel was in the North and only 2% was in the South, undoubtedly has improved,

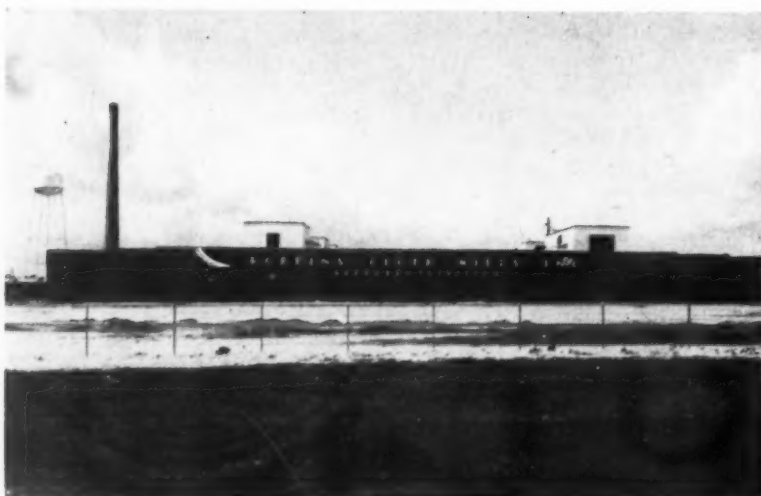


Yes, here is buying power that will do a sales job for you when you invest in WBNS time because this station is the favorite in radio with 187,980 central Ohio families. Results are what you want and results are what you get... This has been proved again and again by WBNS advertisers.

ASK JOHN BLAIR.

POWER WBNS 5000 - WELD 53,000 - CBS COLUMBUS, OHIO

WBNS
PLUS WELD-FM



THIS ULTRA-MODERN windowless textile mill is typical of the splendid plants which now dot the countryside of the "new" South.



FARM MECHANIZATION throughout the South has left the stage people dream about when they are going to do something about it.



WISCONSIN? NEW YORK STATE?—No neither one—it's the deep South where livestock production has trebled in the past decade.

the South is still woefully lacking in research facilities and managerial training.

A good many Southerners see this picture whole and know that Southerners must do something about it if the South is to continue its forward march. They know that the agricultural, industrial and financial structure of the South is still largely in a fixed pattern which is as outmoded as a Model T.

Historical and economic reasons for that rigid structure were in the dominant role of two cash crops—cotton and tobacco—and cotton is disappearing as a useful resource, while tobacco, along with cotton, is not only dangerous to the soil but can be shaken down to depression levels with the removal of ECA buying.

Urgent Needs

These Southerners know how urgent it is to create a credit and commodity pattern based on industrialization, livestock, and development of their great forest resources. They know that the South has shown great gains but that it is far from fully industrialized. Almost nothing new in the way of heavy industry has been established in the last 10 years. They know that raising livestock necessitates the creation of a packing-house industry—so far almost non-existent—and that the creation of a great industry based on a region which possesses one-quarter of the nation's forest reserves is essential if the population is to move permanently away from cotton and its recurring crisis. Most of all, they know that education, research and training are basic requirements if these things are to come to pass.

But the South hasn't the resources to do all this alone. Southerners, looking at the President's Point 4 Program have a right to ask: What about the underdeveloped areas here in our own country? Shouldn't they have equal priority with essential development programs abroad?

Were an imaginative and bold program in the South to come into being, it would unfreeze the rigid southern pattern and provide a more stimulating climate for new capital investments by private individuals and institutions inside and outside the South. Results of relatively little prosperity over a 10-year period can be seen over the entire South. Raising that level to that of the rest of the country would be felt in increased production and sales in practically every enterprise in the nation.

The photographs on this page as well as on page 76 are by courtesy of *The Progressive Farmer*.

Where does your advertising produce the most sales?



"The South's industrial and agricultural progress, during the last decade, has been amazing—a dramatic forecast of an even brighter future. The Reynolds Metals Company's growth has been closely associated with the advance of the South. Our first basic reduction of aluminum was accomplished in Alabama in 1941. The South today is a big market for aluminum in many farm, residential and industrial applications."

R. S. REYNOLDS, Jr.
President
Reynolds Metals Company

"The buying power of Southern farm families has constantly risen to new highs during the post-war period. We are in a position to measure this great progress, because the rural South has been an important market for our products for three generations. Consistent advertising in The Progressive Farmer has helped us to get our share of sales gains in this rapidly expanding Southern rural market."

CARL E. HUENEFELD
Vice President
The Huenefeld Company



"Our great faith in the agricultural future of the South is evidenced by the fact that our Company has recently established branch organizations in Memphis and Atlanta. In our opinion, the agricultural revolution of the South is now well under way, with new opportunities and new market horizons revealing excellent potentialities for continued growth and expansion."

H. H. BLOOM
Executive Vice President
The Massey-Harris Company



BIRMINGHAM • RALEIGH • MEMPHIS • DALLAS • NEW YORK • CHICAGO • EDW. S. TOWNSEND CO., SAN FRANCISCO, LOS ANGELES

SEPTEMBER 1, 1950

The Survey of Buying Power Versus the Census on Population

BY JAY M. GOULD • Market Research Director, Econometric Institute

In the third* of a series of articles evaluating the SM Survey and the Census, Dr. Gould shows that Survey estimates of populations for states were less than 3% in error, based on returns from the new U. S. Census of Population.

The release of the first set of preliminary returns from the Census of Population affords another chance to evaluate the degree of accuracy attained by the SALES MANAGEMENT Survey of Buying Power and also of the Census Bureau itself in forecasting the vast marketing shifts of the past decade. Just as the Survey estimates of retail sales in 1948 for states proved to be within 5% of the Census results, the SALES MANAGEMENT estimates of state population as of January 1, 1950, published in the 1950 Survey have turned out to be within 3% of the truth. (See Table)

Official Data Used

This achievement must be qualified by the fact that unlike retail sales, the calculation of annual estimates of state population has been the responsibility of the Census Bureau even prior to the taking of the 1950 Population Census. The research staffs of SALES MANAGEMENT and the Econometric Institute have always been able to make good use of such official estimates, and they have proved to be reasonably reliable guides. Thus, last November, at the time our staff was required to "freeze" the state population estimates to be used in the 1950 Survey, we had the opportunity to check these estimates with corresponding provisional estimates of state population as of July, 1949, published by the Census Bureau in November, 1949, and in large part they were used, after minor adjustments for differences in timing and definition.

*See "How Good Is the Business Census?" SM, page 102, June 1, 1950; "How Good Is the SALES MANAGEMENT Survey of Buying Power?" SM, page 84, July 15, 1950.

The preliminary results of the Population Census contained no great surprises for the Census Bureau. Modern statistical techniques of projection had enabled Bureau statisticians, for instance, to forecast the total continental population of the U. S. within .2% of the actual enumerated total.

However, the problem of projecting population totals for smaller areas, and for states, has always been far more difficult than that of forecasting the national change, which is wholly a function of rates of birth, death, emigration and immigration, for which there are good sources of statistical data. For the individual states, however, population change is affected in addition by the vast interstate migration movements which reached their greatest heights in the war and postwar years of the last decade.

Interstate migration is not a matter of public record, though it may be measured in part by sample survey techniques and censuses. In addition, however, Census Bureau statisticians had developed a most ingenious method of measuring migration trends, based on school enrollment records.¹

Essentially this method requires an examination of 1940 Census age distributions in order to fix the number of pre-school children resident in each state in 1940. Mortality rates are applied to this "cohort" of children so that the expected number as of any future date can be compared with the actual school enrollment in

the expected classes as of that date. Divergences between the actual and "expected" school age population are attributed to migration into or out of the state, and those migration rates applied to the state population total.

There are admittedly many flaws in this procedure, but its essential reliability is underlined by the fact that the last set of estimates of state population prepared by the Census Bureau last November (when adjusted for population growth from July 1949 to April 1950) falls within 4% of the enumerated Census results. Thus, for all states, the mean percent difference from Census results is 3.62%, representing a remarkable degree of accuracy, in light of the extraordinary change in the intercensal decade, during which some states gained as much as 50%, and others lost in population.

Variations in Figures

Nevertheless, the research staffs of SALES MANAGEMENT and the Econometric Institute have, in a spirit of friendly collaboration, been constrained in the past to differ from the Census Bureau in a number of states, and as can be seen from the accompanying table, the Survey estimates have proved to be somewhat closer to the "truth" (as represented by preliminary Census results) than the Census Bureau estimates, in about two-thirds of all cases. Thus, the mean difference for the Survey estimates is 2.94% as against 3.62% for the Bureau estimates. That this better performance cannot be attributed to chance is indicated by a simple significance test familiar to statisticians.²

It would be foolhardy for us to seek to exaggerate the significance of this somewhat better performance since the Survey estimates rest heavily on the Census Bureau data

¹"The Current Status of State and Local Population Estimates in the Census Bureau," by Henry S. Shryock, Jr. and Norman Lawrence, Journal of the American Statistical Association, June 1949, p. 157.

²Current Population Reports P-47 No. 4 and P-25 No. 20.

³If both the Census Bureau estimates and those of the SALES MANAGEMENT Survey had equal chances of being closer to the "truth," the probability that, purely by chance, the Census Bureau estimates would fall closer to the "truth" in only 17 cases out of 49 is less than one chance in 20.

Comparison of Sales Management and Census Bureau Population Estimates for States, with 1950 Population Census (Thousands of Persons)

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	CIVILIAN POPULATION				TOTAL POPULATION (EXCLUDING ARMED FORCES OVERSEAS)			
	Sales Management Estimates, as of Jan. 1, 1950	Census Bureau Provisional Estimates as of July 1, 1949	Pre- liminary Census Results (as of April 1, 1950)	Ad- justed Census Results April 1, 1950	Sales Management Estimates as of April 1, 1950	Census Bureau Esti- mates as of April 1, 1950	Percent Deviation from the "truth" Sales Management Esti- mates	Census Bureau Esti- mates
Ala.	2,944	2,913	3,052	3,066	2,972	2,968	- 3.1	- 3.2
Ariz.	741	737	742	745	748	751	+ .4	+ .8
Ark.	1,964	1,954	1,900	1,909	1,983	1,991	+ 3.9	+ 4.3
Calif.	10,368	10,531	10,472	10,520	10,467	10,729	- .5	+ 2.0
Colo.	1,231	1,199	1,315	1,321	1,243	1,222	- 5.9	- 7.5
Conn.	2,020	2,015	1,995	2,004	2,039	2,053	+ 1.7	+ 2.4
Del.	305	310	317	318	308	316	- 3.1	- .6
D. C.	879	840	792	796	887	856	+11.4	+ 7.5
Fla.	2,538	2,456	2,734	2,747	2,562	2,502	- 6.7	- 8.9
Ga.	3,257	3,153	3,418	3,434	3,288	3,212	- 4.3	- 6.5
Ida.	600	590	586	589	606	601	+ 2.9	+ 2.0
Ill.	8,633	8,402	8,696	8,737	8,715	8,560	- .3	- 2.0
Ind.	3,991	3,991	3,918	3,936	4,029	4,066	+ 2.4	+ 3.3
Ia.	2,676	2,643	2,610	2,622	2,701	2,693	+ 3.0	+ 2.7
Kan.	1,933	1,921	1,899	1,908	1,951	1,957	+ 2.3	+ 2.6
Ky.	2,862	2,863	2,932	2,946	2,889	2,917	- 1.9	- 1.0
La.	2,644	2,620	2,669	2,682	2,669	2,669	- .5	- .5
Maine	906	907	907	911	915	924	+ .4	+ 1.4
Md.	2,238	2,141	2,323	2,334	2,259	2,181	- 3.2	- 6.6
Mass.	4,733	4,692	4,712	4,734	4,778	4,780	+ .9	+ 1.0
Mich.	6,353	6,344	6,334	6,364	6,414	6,463	+ .8	+ 1.6
Minn.	3,013	2,976	2,967	2,981	3,041	3,032	+ 2.0	+ 1.7
Miss.	2,158	2,121	2,172	2,182	2,178	2,161	- .1	- 1.0
Mo.	3,984	3,933	3,924	3,942	4,022	4,007	+ 2.0	+ 1.6
Mont.	526	517	587	590	531	527	-10.0	-10.7
Neb.	1,334	1,282	1,318	1,324	1,347	1,306	+ 1.7	- 1.4
Nev.	169	172	158	159	171	175	+ 7.5	+10.1
N. H.	541	540	530	532	546	550	+ 2.6	+ 3.4
N. J.	4,810	4,824	4,822	4,845	4,855	4,915	+ .2	+ 1.4
N. M.	650	578	677	680	656	589	- 3.5	-13.4
N. Y.	14,763	14,365	14,743	14,812	14,904	14,634	+ .6	- 1.2
N. C.	3,844	3,813	4,035	4,054	3,880	3,885	- 4.3	- 4.2
N. D.	580	605	616	619	585	616	- 5.5	- .5
Ohio	7,967	7,980	7,902	7,939	8,043	8,130	+ 1.3	+ 2.4
Okla.	2,367	2,288	2,230	2,241	2,390	2,331	+ 6.6	+ 4.0
Ore.	1,619	1,734	1,510	1,517	1,634	1,767	+ 7.7	+16.5
Pa.	10,667	10,618	10,436	10,485	10,769	10,817	+ 2.7	+ 3.2
R. I.	760	737	786	790	767	751	- 2.9	- 4.9
S. C.	2,007	1,981	2,108	2,118	2,027	2,018	- 4.3	- 4.7
S. D.	631	646	650	653	637	658	- 2.5	+ .8
Tenn.	3,206	3,218	3,281	3,296	3,237	3,278	- 1.8	- .6
Tex.	7,493	7,413	7,677	7,713	7,565	7,552	- 1.9	- 2.1
Utah	679	681	687	690	685	694	- .7	+ .6
Vt.	369	368	376	378	372	375	- 1.6	- .8
Va.	3,099	3,042	3,248	3,263	3,128	3,099	- 4.1	- 5.0
Wash.	2,403	2,526	2,361	2,372	2,426	2,573	+ 2.3	+ 8.5
W. Va.	1,983	1,941	1,999	2,008	2,002	1,977	- .3	- 1.5
Wis.	3,377	3,354	3,417	3,433	3,409	3,417	- .7	- .5
Wyo.	295	279	289	290	298	284	+ 2.8	- 2.1
U. S.	149,106	147,752	150,529	150,529	150,529		
				Mean Percent Difference			2.94	3.62

Source:

Col. (1) SALES MANAGEMENT 1950 Annual Survey of Buying Power, p. 154, May 10, 1950.
 Col. (2) "Current Population Reports," Series P-25, No. 32, Nov. 4, 1949.
 Col. (3) Census Bureau release, July 22, 1950.
 Col. (4) Col. (3) adjusted to include some 700,000 enumerated per-

sons not distributed by state of residence. Adjustment made by SM.
 Col. (5) Col. (1) adjusted to add to the April 1950 Census preliminary total.
 Col. (6) Col. (2) adjusted to add to the April 1950 Census preliminary total.
 Col. (7) and (8) Percentage Difference of Cols. (5) and (6) from (4).

Nevertheless, this better performance does serve to underline one gap that exists in the Census Bureau's technique of projecting inter-censal population estimates for states. The Bureau has no way of tempering its results which are, after all, mainly the product of a uniform formula, with the informed opinion of qualified local observers. Thus, local chambers of commerce, city planners, utility officers, university research people, and others are frequently in a position to offer independent population estimates for their own local areas which, when judiciously evaluated and related to similar estimates for other local areas, may be aggregated. Resultant state totals can serve as an independent check on the Census Bureau estimate of the state total.

Use Local Data

The population estimates for small areas published in the *SALES MANAGEMENT Survey of Buying Power* quite naturally lean heavily on such local data. This dependence is a natural outgrowth of the fact that the *Survey of Buying Power* has the responsibility (which incidentally is not true of any government agency) of annually breaking down state totals to county and city levels. Indeed, *Survey* estimates have sometimes been criticized on this score as reflecting too much of the professional optimism of local "booster" agencies. Over the years, however, we have found that it is not too difficult to detect inflated county population estimates, particularly when the population movements are related to other relevant economic data such as the movement of bank debits, sales tax collections, etc.

Results of the new Population Census do indicate, however, that in most cases where the impact of local opinion led us to diverge from the inter-censal estimates of the Census Bureau, we were getting closer at the "truth." Thus, in some states, such as Oregon and Washington, we found that any attempt to distribute Census Bureau state total among all counties aroused local complaints that we were crediting them with too many people! A complaint so very rare we felt should be taken seriously, and the complaint proved to be well-founded.

More typical, however, are those cases, such as New Mexico and Florida, in which the Census Bureau state totals were too low to do justice to well-documented local claims. For instance, we had had a particularly heated correspondence

with university, newspaper and chamber of commerce officials in Albuquerque, who claimed a population total for the area far in excess of any figure that could be safely reconciled with the Census total for New Mexico without literally stripping other counties of population.

So concerned were we about this discrepancy that a special consultation was arranged with Census officials last year who maintained that school enrollment records in that state pointed to a significant out-migration since 1940. However, we found this assertion too difficult to reconcile with our own local indicators of booming retail sales, sales tax collections and bank debits. In fact, due in part to the huge government expenditures at Los Alamos, about 60 miles north of Albuquerque and about 25 miles north of Santa Fe, we had already tabbed the area as one of the most rapidly expanding boom spots in the whole nation.

So we reluctantly informed the Census people that we would have

to part company with them on such states as New Mexico and Florida where we felt our local information indicated downward biases in the official figures, and in Washington and Oregon where for similar reasons the bias was upward. The fact that our local indicators in these and other states did prove reliable is of course a matter of some satisfaction to us, for it justifies an empirical, sometimes intuitive approach which may perhaps be best described (or derided) as a theory of "least squawk."

But our method has enabled us to improve somewhat on the good work of the Census Bureau, and suggests, too, that in the future the Bureau may itself do well to temper its results by the judicious employment of informed local opinion. In any case, however, the accuracy of the *Survey* population estimates is mainly a reflection of the accuracy of the intercensal estimating Census Bureau, which deserves the gratitude of the marketing profession for a job well done.



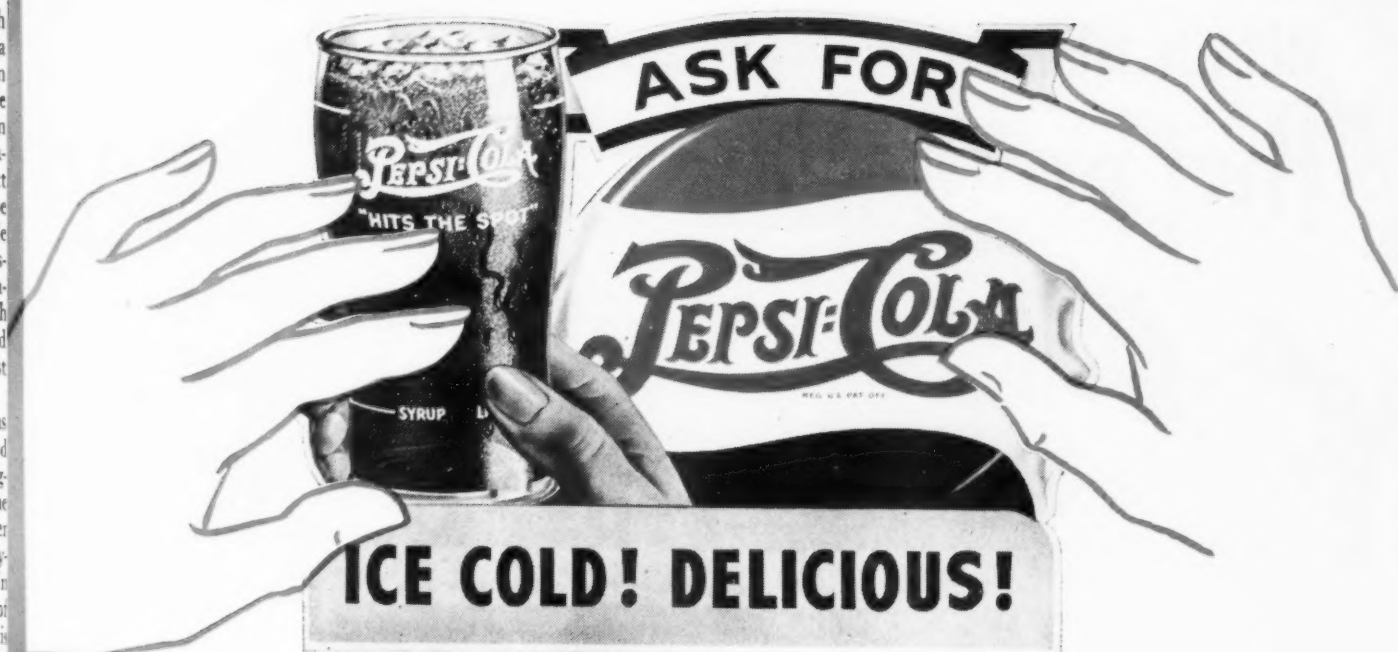
EYE AND BUY appeal is given MA-TI-CO "Self Installation Tool Kit," Mastic Tile Corporation of America, in its new packaging.

Along with free booklets, "How You Can Install a MA-TI-CO Floor Yourself" and "Self-Tabulator," it aids dealers in over-the-counter merchandising of asphalt tile flooring which is expected to account for some 50% of the industry's 1950 production as compared with an approximate 30% last year.

The kit is to sell for approximately \$1.00.

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Mystik
gets it
up!

* When we print your ad on "self-stik" MYSTIK, it's ready to be put up with a touch That means more point-of-sale advertising . . . less waste. And MYSTIK gets the best spots . . . cash registers, counter tops and fronts, store doors or right on your product.

We will print and die-cut MYSTIK to give you attractive and useful point-of-sale plaques, shelf strips, two-way door signs, product identification and price labels, can and bottle holder plaques and projection displays.

MYSTIK is just part of CHICAGO SHOW Printing Company's full line of point-of-sale services and merchandising aids from a creative art department to complete facilities for printing, lithographing and distribution.

FREE—Write for sample and new book, "39 Ways to Use MYSTIK." Also idea book on cardboard and other displays of every kind.

... and up go sales!

Mystik

*Self-Stik
Point-of-Sale
Advertising*

CHICAGO SHOW } PRINTING COMPANY • 2660 NORTH KILDARE • CHICAGO 39, ILLINOIS • IN NEW YORK 1775 BROADWAY
OFFICES IN PRINCIPAL CITIES

SEPTEMBER 1, 1950

MELVIN WEINKLE, *Merchandise Director, Carls Markets, Miami, says:*

"Post promotion proves quality can beat a price war!"



"For well over a year now, we have been right in the middle of the worst price war in the nation. Butter has been given away . . . ice cream has been sold for 1¢ . . . national brands of all products have been used as loss leaders.

"We have maintained our leadership in the city, without using loss leaders, by stressing—and delivering—quality.

"Naturally, we welcomed a 'Post Recognized Values' promotion. First, by featuring famous Saturday Evening Post brands, it emphasized the fact that Carls is headquarters for top-quality merchandise and nationally advertised brands.

"Secondly, it proved—once and for all—that you could increase sales substantially by maintaining a policy of quality in the face of cutthroat pricing.

"The results are now in. During the six days of the promotion, our sales were up substantially, far ahead of our expectations. With this overwhelming evidence in front of us, we will continue to feature Post-advertised quality products."



For six days, the 14 Carls Markets were "Post Recognized Values" headquarters. The modern, well-designed stores were bright with Post display material. From bag boys to top brass, everybody pitched in to make it the biggest national-brand show in Carls' 25 years.



This way to Carls and



THE SATURDAY EVENING POST *Recognized Values*



Double-truck newspaper ads, radio spots, and commercials piped into the stores got Miami and its suburbs excited about the promotion. Point-of-sale material, stressing the theme of savings through quality, turned that excitement into sales, in every department of each store.



Mass displays of Post-advised products were high spots of the promotion. Every practical display device—overhead banners, window streamers, price cards, and directional signs—was used to sell the featured "Post Recognized Values."

Why do "Post Recognized Values" make sales?

In a word, confidence—the confidence that comes from an old, trusted friend saying, "This is a good, honest product."

Proof of the reader confidence enjoyed by the Post is seen in the results of a recent survey of readers of the four leading weekly magazines. Food buyers said they consider the Post most reliable, pay more attention to its advertising, have more confidence in products advertised in the Post.

Every product needs the extra "plus" of consumer confidence to bridge the vital gap from the shelf to the basket—a plus which the Post can give better than any other magazine.



**Out each Wednesday—
just before your
3 big shopping days**



SALES MANAGEMENT WOKE UP one fine morning and found one of its retail sales maps had sneaked into *The Saturday Evening Post* . . . and in a logical context. This photo was made in the headquarters office of Manley, Inc., makers of popcorn machines and supplies. Admiring the popcorn which "pops to 30 times its original size": (l. to r.) A. T. Rowe, sales manager; B. J. McKenna, general manager; Mrs. C. T. Manley, president; P. A. Warner, salesman, and Mr. Manley, adv. mgr.

A Time-Saver List of Sources for Maps for Sales Executives

Since maps are necessary tools for hundreds of types of visualizations, market analyses, and territory planning jobs, SALES MANAGEMENT presents herewith a quick-reference summary of map sources.

In using this source-list, please keep the following facts in mind:

1. Lists of *standard maps* have purposely been made incomplete. We lack the space to give the complete range of types and sizes available in wall, desk and outline maps. Leading map manufacturing firms all make most of the standard types of maps in a wide range of sizes. These are readily available through almost any map dealer.

2. Some companies catalog sectional maps. The very large wall maps usually come in two sections, and sometimes more; these are also sold separately. Several of the leading manufacturers will cut maps into sections, or furnish photographic enlargements of maps as desired. It seemed inadvisable to use space in this directory for sectional maps.

3. Overlapping of subjects: A number of problems arose in connection with organization of lists. The terms "wall" and "desk" maps denote size, but they are inexact. One which we list as a "wall" map might also fit on an executive's large desk. Items listed under the heading Marketing and Trade Area Maps might logically also have gone under the headings Wall, Desk, State, or County Maps, and vice versa. A railroad map is also a wall or desk map.

4. For those maps available in various mountings, we quote the lowest price, for the flat paper variety. In many instances there is a considerable spread between this minimum figure and the price of the same map mounted on cloth with wood rods, or on a map-tack board, framed, with washable surface.

5. Dimensions: For U.S. maps, the horizontal, or larger figure is usually given first. The practice varies for state maps, but the left-to-right dimension is usually the first named.

6. Most of the commercial map manufacturers offer a variety of accessories such as colored tacks with symbols, flat-head tacks on which numbers or symbols can be written, map-marking pencils, signal flags, etc.

7. Each individual map listing shows, at the end, the source. The addresses of all sources are shown on page 96. Generally, we suggest that companies seeking maps get in touch with the nearest map dealer. If he cannot supply what is wanted, get in touch with the manufacturer at the listed address. *Please do not send map orders to SALES MANAGEMENT except in the instance of the maps for which the magazine is listed as the source.*

By way of general advice, the editors of SM suggest that a company requiring maps for marketing purposes buy maps that include *only* the features needed, since every added feature complicates the map and makes all detail correspondingly less quickly legible.

U. S. MARKETING & TRADING AREA MAPS

County Outline Map of U. S.:

41 x 27. 5 colors. Shows 6 retail sales levels, from under \$10 million to over \$250 million, for all counties and metropolitan county areas. 1949 retail sales, 1950 population. 619 cities with retail sales of over \$20 million; population also indicated. Blown-up projections of congested areas. \$3.50 for a single copy. \$2.50 each for 2 or more. SALES MANAGEMENT.

Regional County Outline Maps:

27 x 41. Show retail sales levels as listed above, for 6 regions: New England, Middle Atlantic, plus Maryland, Delaware and District of Columbia; South (South Atlantic and E. South Central, but not including Md., Del., and D. C.); Southwest; Middle West (E. North Central, West North Central); Far West (Mountain States, Pacific) If any county in region is among 500 leading counties of U. S. in 1949 Retail Sales, its numerical rank is shown, and in connection with total income. Each county has a "Quality of Market Index," but in relation to its state as a whole, not to U.S.A. (as in SALES MANAGEMENT's *Survey of Buying Power*). On same basis, population, retail sales and effective buying income are shown. \$2.50 for a single copy. \$2 each for two or more. SALES MANAGEMENT.

Retail Trading Area Map of U. S.:

74 x 50. Shows states, counties, and towns of over 1,000 population. Trading areas shown by heavy black lines. Trading centers within the areas are marked by stars, sub-centers by heavy dots. (Statistics compiled by J. Walter Thompson Co.) 19 congested metropolitan areas shown on insets. 2 sections. Paper. \$7.50.* (Sections also sold separately.) Cleartype No. 8264 series. American Map Co., Inc.

Retail Trading Area Map of U. S.:

2 sizes, 84 x 55 and 66 x 46. 3 colors. Shows states, counties, county seats, all cities of over 750 population; plus 63 major and 368 basic trading areas and their trading centers. 17 large-scale inset maps of large metropolitan areas. *Trading Area Manual*, 16 pp., comes with map; contains alphabetical list of all trading areas shown on map, with map location, population, number of families, and retail sales; quick-reference Major Trading Area Map of U. S.; Population Map and Retail Sales Map of U. S. Paper. Large size, No. TAB101, \$14*. Smaller size, \$9*. (Sections also sold separately.) Rand McNally & Co.

Retail Trading Area Map of U. S.:

80 x 53. 5 colors. 1,446 principal sales centers and trading areas served by each center (1930 Census figures). Two sections, eastern and western halves. Paper. 2 sections, \$14*. (Sections also sold separately.) Cat. No. 1000-RTA. Hagstrom Co., Inc.

Marketing Centers Map of U. S.:

54 x 48. All cities and towns of over 2,500 population shown in 2-color circles, size of circle indicating city population. Important marketing centers seen at a glance. Paper, \$6*. Cat. No. 240-M Hagstrom Co., Inc.

Master Sales Area U. S. Map: 54 x 35.

4 colors. Identifies large and small consumer market centers—13 Editor & Publisher Master Sales Areas, 140 Metropolitan Districts, 12 Federal Reserve Districts. Paper, \$6*. Hagstrom Co., Inc.

Hearne U. S. Marketing Maps: 65 x 44.

Shows state and county boundaries, all towns, boroughs, cities and villages; principal highways and airways. Populations (in thousands). Cellophane-coated washable surface. Mounted on cloth. Has patented tape location finder. \$52.50. Hearne Bros.

Marketing Map of U.S.: 60 x 42. Red,

white and blue on linen, with wood rods. Shows 608 principal trading centers and more than 3,000 secondary trading centers in their respective consumer trading areas. \$10. Hearst Magazines, Inc., Marketing Division.

Consumer Trading Area Map of U. S.:

50 x 35. Shows 608 principal trading centers on a county background. Trading area boundaries are drawn for each key city. \$5. Hearst Magazines, Inc., Marketing Division.

Market Map of U. S. with State and County Outlines: 20½ x 15½.

Sales possibilities based on consumption of retail goods. Limited quantity only. Free. Crowell-Collier Publishing Co.

Drug Store Sale Map of U. S.:

50 x 38. State and county outlines; cities. Information, for 36 primary areas, on population, drug store sales, number of drug stores, index of per capita drug sales, wholesalers. With handbook. Free. National Wholesale Druggists' Association.

Chain Drug Store Marketing Map:

(in preparation) Location of chains; number of stores, by companies; in more than 200 principal cities. 1949 sales. Other data. Single copies free. *Chain Store Age*.

Chain Variety Store Marketing Map:

(in preparation) Shows number of variety chains of three stores or more; 1949 sales of 11 major chains; total sales of chain variety store field; locations of stores operated by major chains and important sectional chains, by states and by territories; number of chain variety stores, by companies, in more than 200 principal cities; percentages of sales by merchandise lines; how variety chains buy and sell; other pertinent information. Single copies free to those directly interested in field. *Chain Store Age*.

Population Density Map of U. S.:

See *Miscellaneous* section.

MARKETING & TRADING AREA MAPS OF STATES

Retail Trading Area Maps of the States:

Cleartype Series No. 8700. 8½ x 11. Maps show counties, cities and towns of 1,000 and over, county seats. Retail trading areas, from statistics by J. Walter Thompson Co., shown in heavy black lines. Trading centers within the areas are shown by a star and sub-centers by a heavy black dot. Indexes, sold separately, are same size, and give the county, its co-ordinate location and population; the town, the county in which located, its co-ordinate location, and its population. Maps, 20c* each. Indexes, 5c* each. American Map Co., Inc.

*Price for flat paper sheet. Figures for cloth mounting, rods, map board and framing, washable surfaces, etc., considerably higher.

Marketing Maps of the States:

2 sizes, 11 x 15 and 8½ x 11. 56 maps to the set, one for each of 48 states and one for each of 10 multiple trading center markets. Show counties, principal trading centers and secondary towns which comprise the trading areas. Sold in sets. \$5 set, either size. Hearst Magazines, Inc., Marketing Division.

Sales Centers State Maps: 2 sizes, 22

x 17 and 11 x 8½. 35c* and 25c*. Hagstrom Co., Inc.

Other state maps listed separately.

WHOLESALE TRADING AREAS

Wholesale Dry Goods Trading Areas:

38 x 25. U. S. map, outlining the 46 principal dry goods trading areas in U. S. Reprinted from Atlas of Wholesale Dry Goods Trading Areas, 1941. Free. United States Department of Commerce.

Wholesale Grocery Trading Areas:

32 x 21. U. S. map, outlining the 184 principal wholesale grocery trading areas in U. S. Reprinted from Atlas of Wholesale Grocery Trading Areas, 1938. Free. United States Department of Commerce.

Wholesale Drug Trading Areas:

National Wholesale Druggists' Association Distribution Map of U. S. Revised 1948. 50 x 38. State and county outlines; cities. Information for 36 primary areas on population, drug store sales, number of drug stores, index of per capita drug sales, wholesalers. With handbook. Free. National Wholesale Druggists' Association.

Chain Drug and Variety Store Maps:

See *Marketing & Trading Area Maps* section.

METROPOLITAN TRADING AREA MAPS

Living Standard Area Maps of most

cities and suburban areas in U. S. Through use of color, there is block-by-block designation of living standards, highest to low, in four classifications, in each market. Prices vary from \$45 upward. Complete details furnished on request to the maker, The Longwell Co.

Maps and Analysis of Shopping

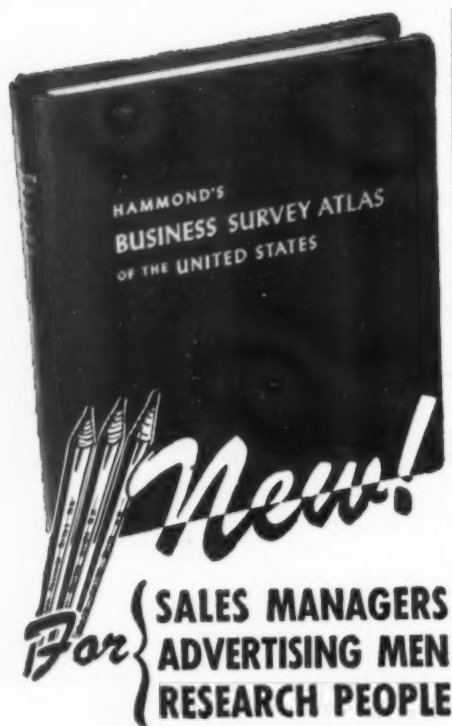
Areas of Boston: 38 x 41. 4 maps: one shows roads, railroads, political divisions, etc., and 1940 and 1950 metropolitan district and ABC city and retail trading zones. The second map shows population density for 1949. The third shows retail shopping centers by size, with keys to data on each. The fourth correlates population density with retail shopping centers. Free to advertisers; \$25 per set to others. *The Boston Globe*.

Buffalo, N. Y.:

3 maps of Buffalo and adjoining area, and eight counties of Western New York. 20½ x 16½, in color. 1943-1947 data on buying power, population, land area, etc. Free. *Buffalo Courier-Express*.

Dayton, Ohio, Income Map: 18½ x 12

sheet, punched and folded to fit sales manual or file. Consumer market study showing four income levels within corporate limits of city. 1947. Free. *Dayton Daily News*.



Hammond's BUSINESS SURVEY ATLAS of the United States. A tremendous work-saver in outlining territories, routing salesmen, establishing quotas, recording sales figures, referring inquiries to proper agents, planning campaigns.

With special colored china-marking crayons (supplied with Atlas) mark and record right on the cellophane coated Outline Maps and Tabulation sheets. When changes occur wipe out markings with dry-cloth. Always an up-to-date-picture before you.

168 pages of maps. Two of every state—one packed with detailed information—the other, the cellophane coated Outline Map, showing all county lines and towns over 1000. Also special sales record sheet; population indexes; Airway, Railway and Highway maps with mileages. Ring-bound between tough Maroon leatherette stiff covers, 12 $\frac{3}{4}$ "x10 $\frac{3}{4}$ ". Opens flat for easy reference and marking. \$12.50 each.

EXAMINE FREE RETURN IF DISSATISFIED

C. S. Hammond & Co., Suite 901
307 E. 63rd St., New York 21, N. Y.

Let me take a 10-day look at this Business Survey Atlas. If it's all you say it is I'll remit \$12.50. If not I'll send it back and owe you nothing.

Name
Address

Salesman's Map of Detroit & Suburbs: 27 x 31 $\frac{1}{2}$. In color. Shows 75 merchandise routes, street numbering guides, approximate location of principal foreign nationality groups, relative income areas. Free to advertisers; \$1 to others. *The Detroit News*.

Philadelphia Trading Area Map: 41 x 49. B&W. Cat. No. 410. \$3*. Hagstrom Co., Inc.

Pittsburgh Trading Area Map: 41 x 48. B&W. Cat. No. 415. \$3*. Hagstrom Co., Inc.

Population Map of New York City: See *City Maps* section.

INDUSTRY AND INDUSTRIAL MAPS

Industry Maps: Show locations of plants in the U. S., and in some cases Canada, as follows: Ceramics, 30 x 22, \$2; Refractories, 22 x 17, \$1.50; Petroleum Refineries (includes Canada), 27 x 22, in color, \$2.50; Lime Plants, 22 x 17, \$1; Gypsum Plants, 22 x 17, \$1; Glass Factories (includes Canada), 22 x 17, \$1; Sugar Factories and Refineries (includes Canada), 29 x 22, in color, \$2.50; Cottonseed, Peanut & Soybean Oil Mills and Refineries, 25 $\frac{1}{2}$ x 22, in color, \$2; Lime Plants, 22 x 47, \$1; Iron & Steel Works (includes Canada), 27 x 22, \$2.50*; Portland Cement Plants (includes Canada), 27 x 22, in color, \$1.50*; Pulp & Paper Mills (includes Canada & Newfoundland), 34 x 22, \$1.50*. All maps prepared or revised since 1941, 3 as late as 1949. J. H. H. Muirhead, Civil Engineer.

Foundry Market Map of U. S.: 22 x 17. Outlines of states and of marketing areas, with numbers of foundries. Data on castings production and capacity, employment in industry, rank of 12 top states in castings capacity, types of metal, etc. Free. *The Foundry*.

Industrial Trading Area Map of U. S.: 67 x 44. 5 colors. 1946. 96 major industrial markets, numbered in order of rank with per cent potential to national total. Individual counties evaluated within each area. With 86-page Market Index Book. Paper, \$12.50*. Cat. No. 1075-ITA. Hagstrom Co., Inc.

Radio & TV Map of U. S., Canada, and U. S. Possessions: 35 x 25. 3 colors. Shows AM-TV stations, by city, county, state, territory, province. Includes time zones. 60c. *Broadcasting - Telecasting* magazine.

Maps Showing Drug, Drug Chain and Variety Chain Store Sales: See *U.S. Marketing and Trading Area Maps* section.

Maps of Wholesale Trading Areas for Dry Goods, Groceries and Drugs: See *Wholesale Trading Area Maps* section.

OUTLINE MAPS

Outline Maps, so useful for allotting territory, recording sales and distribution and other sales purposes, are available in so many forms that it is impossible to list them here. Two publishers, American Map Co., Inc., and Rand McNally & Co.,

each have almost anything a sales executive might require in this category. For example, Rand McNally has State Outline U. S. maps in sizes from 11 x 8 $\frac{1}{2}$ up to 84 x 60 inches. The letterhead size is punched to fit loose-leaf notebooks; price 10c per sheet or \$2.75 for a package of 50. The 84 x 60 size on flat paper is \$5 (It comes in four sheets.), but you could pay as much as \$90.75 for it framed, on composition map-tack board, with washable surface. Rand McNally also has a wide variety of outline maps of the U. S. showing states and counties, with and without names; and outline maps of individual states with county names. The American Map Company's Cleartype series of outline maps has more than 70 listings in its 1950 catalog. For example, a U. S. map showing state outlines and names is available in sizes from 11 x 8 $\frac{1}{2}$ up to 74 x 50 (in five sections). American's Cleartype series includes many maps which show place names, but which, because of their typography and format, might also be called outline maps.

The Hammond Business Survey Maps (listed under State Maps), with county names in green, might also be termed outline maps.

Two outline maps of the U. S. (one showing state boundaries only, the other state and county lines) are available at 25c each, from *Geological Survey*, United States Department of the Interior.

U. S. WALL (LARGE) MAPS

Master Map of U. S.: 16 $\frac{1}{2}$ x 10 $\frac{1}{2}$ ft. Shows states, counties, all cities and towns (both incorporated and unincorporated) important as trading centers, all railroads identified, all navigable and many non-navigable rivers and lakes. Said to be largest map of entire U. S. ever printed. On cloth with wood rods, \$250. Cat. No. MM101. (Sections also sold separately.) Rand McNally & Co.

Executives Indexed Map of U. S.: 10 ft. 2 in. x 6 $\frac{1}{2}$ ft. Large, detailed (but highly legible) map showing states, counties, more than 30,000 cities (including all places of commercial importance). All railroads and electric lines identified; all navigable waterways. With it comes the *Geographical Handbook*, with indexes of counties and cities and towns by states, showing location on map and population figures. On cloth with wood rods, \$100. Cat. No. EX101. (Sections also sold separately.) Rand McNally & Co.

Sales Control Map of U. S.: 84 x 55 and 66 x 46. B&W. Shows state and county names, cities and towns of over 750 county seats. 17 large insets of metropolitan areas. Large size, SCWW-101, \$10*; smaller, SCW101, \$6.50*. (Sections sold separately.) Rand McNally & Co.

General Map of U. S.: 65 x 45. (smallest detailed Rand McNally map showing counties). Shows states, counties, practically all cities and towns of commercial importance, railroads, mountain ranges, principal rivers and lakes. Paper, \$6.50*. Cat. No. GW101. *Geographical Handbook*, showing locations, populations, sold separately, \$2.50. Rand McNally & Co.

Business Map of U. S.: 84 x 60. Highly detailed black-and-white map on which markings may be made. Shows states.

* Price for flat paper sheet. Figures for cloth mounting, rods, map board and framing, washable surfaces, etc., considerably higher.

counties, practically all cities and towns of commercial importance, railroads, mountain ranges, principal rivers and lakes. Paper, \$10*. Cat. No. BM101. Geographical Handbook, showing locations, populations, sold separately, \$2.50. Rand McNally & Co.

Cleartype B&W U. S. Map: 2 sizes, 64 x 44 and 50 x 33. Shows cities and towns of 5,000 and over and 22 congested metropolitan areas in large-scale insets. No counties shown. In paper, \$5* and \$3.50*. (Sections sold separately.) American Map Co., Inc.

Other large Cleartype Maps: See *Railroad Maps* and *Road Maps* sections.

Outline Maps in Large Sizes are also available from American Map Co., Inc., and Rand McNally & Co. They come in so many sizes and variations that it would be impracticable to list them here.

Detailed Map of U. S.: 68 x 48. In color. Shows counties, cities, towns of 500 and over; railroads, etc. Inserts of Cuba, Alaska and other possessions. Index to cities of 6,500 and over. Paper, \$10*. George F. Cram & Co.

Detailed Map of U. S.: 126 x 84 (in 4 sections). B&W. State and county boundaries; towns of 250 population and over; 13 congested metropolitan areas in large-scale insets. Cleartype No. 751 series. (Sections also sold separately.) Paper, \$25*. American Map Co., Inc.

Cleartype B&W wall maps also come in several other sizes, too numerous to list here.

Colorprint Map: 50 x 38. 7 colors. States, cities and towns of 5,000 and over, rivers. Cat. No. 9549. \$2.50*. (Sold in quantity with name-address imprint as advertising specialty.) American Map Co., Inc.

County Finder and Map of U. S.: See *Miscellaneous* section.

(Large U. S. Maps are also listed under several other headings.)

DESK MAPS OF THE U. S.

Standard Indexed Map of U. S.: 42 x 28. States, principal cities and towns, railroads, waterways, mountain ranges. Index to important cities in margin. Booklet index listing all cities of 10,000 and over, including all places on map, with location and population of each, comes with map. Cat. No. MS101. Paper, \$1.25*. Rand McNally & Co.

Small Desk Map: 28 x 21. Shows state boundaries and names, principal cities and towns, main railroads, rivers and mountains. Cat. No. MD101. Paper, 50c*. Rand McNally & Co.

Cleartype Map: 34 x 22. B&W. All states and counties, towns of 25,000 and over. 6 congested metropolitan areas on large-scale insets. Series 7880. Paper, \$1.35*. (Several other Cleartype series available in desk sizes, too numerous to list here.) American Map Co., Inc.

Colorprint Map: 38 x 28. 7 colors. Shows states, cities and towns of 5,000 and over, rivers. Cat. No. 9548. Paper, \$1.75*. (Other sizes also available.) American Map Co., Inc.

STATE MAPS

Large-Scale Maps: Average size 50 x 48. In color. Show detail including townships (but not highways). Index, with populations and key to location, on map front. Paper, \$10*. George F. Cram Co.

Business Survey Maps: 3 types: 8½ x 11, *counties only*, 10c; 8½ x 11, *counties with cities of 1,000 and over*, county names in green, 20c; 17 x 22, *counties with cities and towns of 250 upward*, county names in green, 35c. C. S. Hammond & Co.

Maps for Each of 48 States: 8½ x 11. County breakdown. 5c. The Dartnell Corp.

Maps for Each of 48 States: 2 sizes. B&W outline, showing only counties and county names (for recording data). 8½ x 11, 10c*; 17 x 22, 20c*. (discounts for quantity orders). Rand McNally & Co. Same as above, but with detail (place names, etc.) 8½ x 11 (punched for binder), 20c*; 17 x 22, 35c*. (discounts for quantity orders).

Rand McNally also has standard maps of the states, chiefly 28 x 21 (large states, 2 sheets), with full detail, 50c; index, 25c extra; pocket maps of states, with index, 75c.

Cleartype Maps of Each of 48 States: 17 x 22. Counties, cities and towns of over 250, state capitals, county seats. Indexed by county and town. Populations

given. Indexes on maps. Paper, 35c*; set on paper, \$13.50*. American Map Co., Inc.

Other Cleartype State Maps available include: County-town series, 8½ x 11 (20c, paper*); county outline (no cities and towns), 8½ x 11 and 17 x 22, 10c* and 20c*; Retail Trading Area individual state maps, described more fully in Retail Trading Area Map section. American Map Co., Inc. *Note:* All these Clear-type state maps are available on linen in binders, as Sales Control Atlases, at prices from \$34.50 to \$111.

Minor Civil Divisions of Each State: 1941. Outline maps, in neighborhood of 30 x 30 (depending on size and shape of state), showing subdivisions of counties—townships, districts, precincts, etc.—and location of incorporated places. 15c. Superintendent of Documents, Government Printing Office.



CLEARTYPE MAPS

The Largest and Foremost Line of Commercial Maps in the World

THERE IS ONE TO COVER
EVERY TERRITORY
AND EVERY NEED



For all types of sales planning including—

- Visualizations
- Market Analysis
- Territory Assignments

Write for Complete Catalog—Dept. B 4

AMERICAN MAP COMPANY, INC.

16 East 42nd St., New York 17, N. Y.

Standard Base Maps of All States: 2 series, 8-mile and 16-mile scale. Sizes and prices vary with state. Order from *Geological Survey* or C. S. Hammond & Co. Hammond says prices of 8-mile series average 75c; or 16-mile, 25c.

Two-Sided Maps: 25 x 38. In color on B&W. Show roads on one side, railroads on the other. Also show counties, rivers, towns of 250 and over. Indexed-Lists. Population. 50c*. American Map Co., Inc.

Town List State Maps: Letterhead size. Show county outlines and names, and principal cities; town list on reverse side with populations and designation of P.O. and county seat. Columns to show potential and actual sales and to compare sales on per capita basis. 20c. Charles D. Hevenor Co.

Wall Maps of States: 44 x 65. Mounted on cloth; surface cellophane-coated, washable. Patented flexible tape location finder. Show township and county boundaries; cities, towns and villages; important railways, highways and airlines. \$42.50. Hearne Bros.

See also *Marketing and Trading Area Maps of States*.

State Highway Traffic and Road Maps: See *Road Maps* section.

COUNTY MAPS

Letterhead-Size Maps of All Counties in 38 States: In color. Show township boundaries. Town list on reverse with populations and designations of post offices and county seats. Columns for sales and comparisons. 20c. Data sheets and county map enlargements also available. Charles D. Hevenor Co., Inc.

(Maps of almost 400 town or city marketing centers and counties in which they are located are available from Hearne Bros. For further information, see listing under *City Maps*.)

County Traffic Maps: See *Road Maps* section.

County Finder and Map: See *Miscellaneous* section.

CITY MAPS

Maps of Principal U. S. Cities and Counties in which They Are Situated: (example: Rochester, N. Y., and Monroe County). 65 x 44. Shows streets, avenues, roads, railroads, large industries, parks, cemeteries. House numbering systems shown. Cloth. Patented tape location finder included. Prices, \$42.50 and \$52.50. Hearne Bros.

Wall Maps of Sections of New York Metropolitan Area, Such as Bronx, Long Island, Westchester County: Sizes from 28 x 22 to 64 x 44. Prices, \$1 to \$15, for paper variety.* Hagstrom Co., Inc.

Pocket Maps of Sections of New York Metropolitan Area, as Indicated Above: Show streets, transit lines, automobile routes, railroads, county, city, town or township lines. Sizes (unfolded) chiefly 28 x 22 or larger. Prices 25c to 75c. Hagstrom Co., Inc.

Map of New York City Showing Population Distribution: Scale 1 in. to 1,000 ft. \$10. (Sections sold separately, 50c.) New York City Planning Commission.

Wall Map of New York: 1948. 8 ft. x 8 ft. Cloth mounted, \$13. Paper, in six sections, \$3. New York City Planning Commission.

Chicago and Suburbs: 45 x 65. Streets and street names, transportation systems and stations, house numbering system in Chicago, parks, cemeteries, golf courses, etc. One version, in six colors, has index of streets printed on face of map. Catalog No. CWC 99, \$9*. B&W version, in 2 sections (also sold separately), has detailed map of loop district, and index of streets in accompanying 4-page pamphlet. Catalog No. CWP 99, \$6.50.* Rand McNally & Co. (For Road Map of Chicago and vicinity, see *Road Map* section.)

Maps of Boroughs of New York City: Sizes from 22 x 37 (for Staten Island) to 44 x 64; and 51 x 77 for Four-Boroughs. Separately and Four-Boroughs, showing streets and street names, transportation systems, stations, ferries, bridges, house numbering systems, parks, cemeteries, etc. B&W, easy-to-read. Prices from \$2.50 to \$5.50*. Rand McNally & Co.

(Rand McNally also publishes indexed street maps of more than 150 cities and towns of U. S. and Canada, and pocket maps of Chicago, San Francisco and Los Angeles.)

Maps (Cleartype Series) of Sections of New York Metropolitan Area: Show counties, townships, all cities and towns. Several series in different scales and sizes, and varying detail (bridges, railroads, etc.). Prices too varied to list. Cleartype Series No. 6019, large New York City maps, with much detail, 44 x 64 and larger, \$6.* American Map Co., Inc.

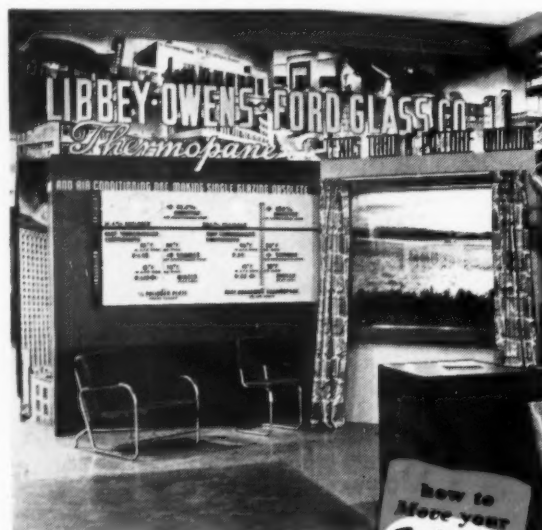
Newark, N. J.: 25 x 34. Shows names of all streets. Corner house numbers shown approximately every other block so an address can be readily located. All

PROTECT YOUR EXHIBITS! Ship via NORTH AMERICAN Padded Van!

This Libbey-Owens-Ford glass display rode from Toledo to Dallas in a North American van; arrived on time and in perfect shape. Hundreds of firms save crating costs and delays by having the nation's leading long-distance moving organization handle their exhibits. Get the facts! See classified phone book for your NAVL agent. Call him too, to move transferred personnel, office or plant equipment. It costs no more to enjoy this superior North American service.



**North American
VAN LINES, INC.**



HELPFUL BROCHURE FREE!

• New! "How to Move Trade Show Exhibits"—full of practical pointers. Ask your NAVL agent for free copy or write:

NORTH AMERICAN VAN LINES, INC.
Dept. SM5 • Fort Wayne, Indiana
America's Leader in Long-Distance Moving



SALES MANAGEMENT

transportation routes shown. All parks and cemeteries. Newark Airport shown with layout of runways. Indexed. Clear-type No. 9463. \$1.50*. American Map Co., Inc.

Wall Maps of San Francisco, and of East Bay Section (Oakland, Berkeley, Alameda, etc.): 54 x 39. 4 colors. Show streets, avenues, alleys, etc.; house numbers by blocks; transportation systems; piers, wharfs, docks, bridges, parks, playgrounds, airports, tunnels, terminals, etc. Metal rods, top and bottom. \$15 each. W. Campbell Judge.

Other City Maps: See *Metropolitan Trading Area* section.

ROAD MAPS

Road Map of U. S. and Parts of Adjoining Countries: 64 x 44. Shows state boundaries, over 10,000 principal cities and towns, with principal first-, second- and third-class roads. Federal and state highways numbered. Distances between cities indicated. 4 congested metropolitan areas shown on individual large-scale insets. Clear-type Series No. 1440. Flat paper, \$7.50.* (Sections sold separately.) American Map Co., Inc.

Road Map of U. S. (Arterial Highways): 54 x 37. (on rods). All U. S. highways with numbers, distances and connecting roads. National parks and monuments. Time zones indicated. \$5. W. Campbell Judge.

Road Map of U. S.: 66 x 46. All main U. S. and state numbered highways; principal cities and towns; mileage distances; kinds of road surfacing; national parks and monuments. Flat paper, \$9.* Rand McNally & Co.

Road Map of New England: 17 x 22. Principal cities and towns, main highways, route numbers, mileage distances. All of New England and west to beyond Hudson River, south to include New York City. Catalog No. ARA62. Flat paper, 35c. Rand McNally & Co.

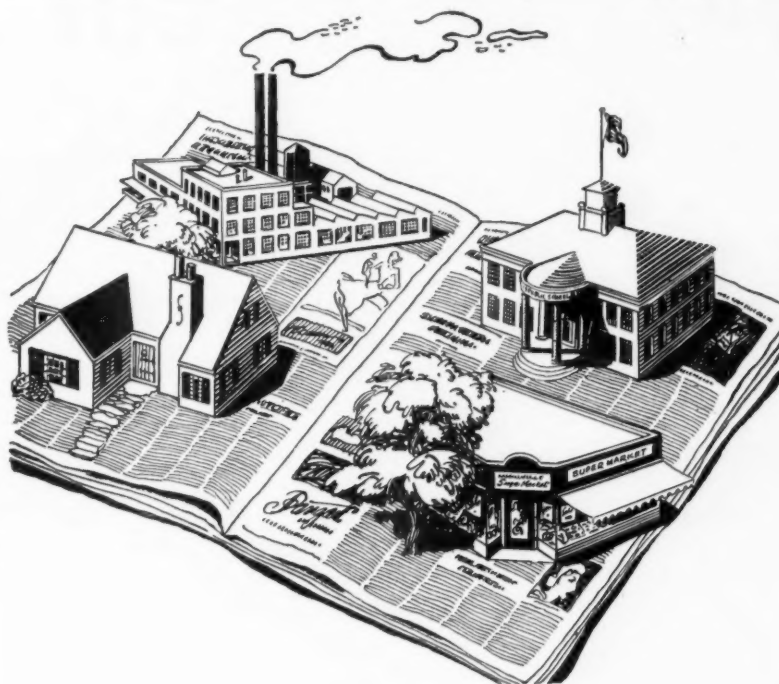
Road Map of Boston and Environs: 28 x 28 B&W. Shows highways, route numbers, cities, towns, etc. Populations indicated by symbols. Cat. No. NY 2661. \$1.* Rand McNally & Co.

Road Map of Chicago and Vicinity: 20 x 27, 2 colors. Shows highways, route numbers, cities, towns, principal streets, parks, cemeteries, golf courses, airports, etc. Index on face of map. 50c. Catalog No. AR99. Rand McNally & Co.

Road Atlas of U. S., Southern Canada and Mexico: Large (23 x 15) 2-color maps of each state, showing main roads and connecting highways. Types of pavement, state and U. S. route numbers, cities, towns and counties, and distances between, clearly shown. All state maps indexed. 45 large-scale city maps included. 112 pages. Heavy paper covers, \$1.25; de luxe edition, simulated leather covers, \$3. Rand McNally & Co.

State Road Maps: (chiefly about 27 x 20). In color. In detail (even to state police stations and maximum speed

*Price for flat paper sheets. Figures for cloth mounting, rods, map board, and framing, washable surfaces, etc., considerably higher.



Come to Think of It . . .

People yearn to see their names in print. Though millions never get that thrill. On the other hand, it's a common experience with readers of Localnews dailies. Their pictures, also.

That's because the localnews daily covers the average person's world—clubs, veterans' organizations . . . church societies . . . bowling, double-header at Memorial Field, Scout Jamboree . . . businessmen's outing . . . city council meeting, the school board . . . birthdays, showers, weddings . . . robbery on Oak Street, fire on Elm . . . Joe Gates retiring from his bank job, George Hammond in a smash-up, Mrs. Clark in the hospital.

Names, faces, events in the readers' intimate environment recorded throughout the day and mirrored back at their armchair leisure.

The localnews daily is able to get close to the ordinary readers' life . . . as no other papers can. Come to think of it, isn't that what your advertising is trying to do . . . get close to people?

"LOCALNEWS DAILIES—basic advertising medium"

**The Julius Mathews
Special Agency, Inc.**

NEWSPAPER REPRESENTATIVES

**NEW YORK • DETROIT • CHICAGO
BOSTON • SYRACUSE • PHILADELPHIA**

WHAT HAVE I GOT

that gets 'em!



Well Sir -- BMB says I've got 97,300 average daily family listeners -- 106,100 average nightly family listeners. None of the other boys in Miami can touch that. And, what's just as important is the fact...that I ain't satisfied -- keep on trying harder to please the folks in South Florida -- and I've had more than 24 years of experience at it. But shucks -- you ask the George P. Hollingbery Company -- they've got my background, past, present and future.



James M. LeGate, General Manager

5,000 WATTS • 610 KC • NBC

When you think of BUFFALO Think of 8 COUNTIES



● When you use the Sunday Courier Express to sell Buffalo, you also sell all 8 Western New York Counties profitably and economically...for this great Sunday paper offers the best coverage to blanket the 17 communities with over 10,000 population and the rest of this rich market.

**It Gets Results
BECAUSE
It Gets Read Thoroughly**



*ABC Audit 9/30/49

limits); indexed. Paper, 50c*. Rand McNally & Co.

Highway Traffic Maps for Each State: Most fairly recent (1946-47). Principal state highways, traffic volume shown by flow bands, type of surfacing, county lines, railroads, waterways, and usually airports. Available from State Highway Departments, generally at about \$1.

County Traffic Maps: Show amount of traffic, type of road surfacing, and location of rural dwellings. In many instances, maps reflect conditions of 1936-1939. Price average about 75c. Available from Highway Departments, in most states.

RAILROAD MAPS

Railroad Map of U. S.: 88 x 84. In 4 sections. State boundaries and major cities shown. Railways identified by name or initials and classified as to single and multiple track, gauge and status of construction. Connecting ferry lines shown. Set, 60c. Order by number, AMS Series 8204 (paying in advance with check or postal money order to Treasurer of the U. S.), from Army Map Service, Corps of Engineers.

Railroad Map of U. S.: 57 x 36. Major railroads; leading cities. Catalog No. FR-36. \$1.50. C. S. Hammond & Co.,

Railroad Map of U. S. and Parts of Adjoining Countries: 64 x 44. Shows state boundaries, freight and passenger railroads, all railroad cities and towns. 5 congested metropolitan areas shown on large-scale insets. Highly legible type. Cleartype Series, No. 717. Flat paper, \$7.50.* (Sections sold separately.) American Map Co., Inc.

Railroad Atlas of U. S.: 9 x 12 1/4, 48 pp. B&W maps. One for each state, showing and identifying all railroads, inter-urban lines, principal towns, junction points and rail mileages. Relative importance of cities indicated by graded type. \$2.50. Rand McNally & Co.

DOMESTIC AIRLINES

Indexed Map of U. S. with Airways: 42 x 28. Shows states, principal cities and towns, railroads, waterways, mountain ranges. Concentric circles or airways or both added to order. (Circles in green at 200-mile intervals radiating from place at which map is to be used.) Index to more important cities in border of map. Booklet index lists all cities of



SALES MANAGEMENT

10,000 population and over, including all places on map, with location and population of each. Flat paper sheet with zoning circles, \$23.75.* Cat. No. AT101. Rand McNally & Co.

Large Aviation Map of U. S.: 10 ft. 2 in. x 6½ ft. Same as *Executives Indexed Map of U. S.*, described elsewhere, with zoning circles added. Bright red concentric circles drawn at 100-mile intervals around point at which map is to be used. Colored map tacks, or markings made with colored map-marking pencils, can be used to denote landing fields, airports, routes, or other data. On cloth with wood rods, \$115. Cat. No. EY101. Rand McNally & Co.

Airline Map of U. S. 1950: 37 x 26. Routes in red on pale green background. Prepared by *Official Airline Guide* (an *American Aviation* publication.) \$1. *Official Airline Guide*.

POSTAL MAPS

U. S. Parcel Post Zone Map: 29 x 24. In 3 colors. Shows state boundaries, every parcel post unit in U. S., over 1,700 principal towns and cities and unit in which located. Maps *zoned to order* with red circle, from purchaser's post office; chart shows rate of postage to each zone. \$2. Ace Mfg. Co.

Official Postal Maps: County maps, 50c each; local maps, 25c each. (Availability indicated in Postal Guide.) United States Post Office Department.

ATLASES

Hammond's Business Survey Atlas of the U. S.: 12½ x 9½. 168 loose-leaf pages. Two types of state maps, one with detail (smaller places, railroads, rivers, mountains, parks, etc.); the other, with cellophane surface, for crayon writing, showing only county boundaries, cities and towns of 1,000 or more. Also contains special Airway Map, Railroad Map and Highway Map, tabulation charts, etc. \$12.50. C. S. Hammond & Co.

Business Man's Atlas of the U. S.: 12 x 15. 240 loose-leaf pages. 3 maps of each state: commercial, showing places and railroads; county outline; trunk highways. 24 x 15 map of U. S. Airways and a Highway mileage map; 8 pages of trunk highway maps. \$12.50. George F. Cram Co.

Cleartype Master Sales Control Atlas: Set of state maps, 22 x 17, each mounted on semi-rigid linen, surfaced with DuPont thermium film; in loose-leaf binder. Maps show counties (and county seats), cities and towns of 250 population and over. \$111. (individual sheets, \$2.15; binder, \$20) American Map Co., Inc.

American Agriculture Atlas: 1938. Maps outlining areas of U. S. according to average temperature, days of sunshine, wind, frost, growing season, precipitation, humidity, soils, natural vegetation for months of year; physical features. \$17. United States Department of Agriculture, Bureau of Agricultural Economics. (Unbound sections sold separately: *Temperature, Sunshine & Wind*,

\$1.60; *Frost and the Growing Season*, 75c; *Precipitation and Humidity*, \$1.50.)

Market Atlas of the U. S.: 17 x 22 loose-leaf sheets in heavy Heinn Binder. 48 State Marketing Centers Maps and 48 State Market Data Sheets. 3 color maps include marketing centers based on population . . . varying size circles indicate marketing centers. Market data sheets and indexes accompany each state map. \$34.50. Hagstrom Co., Inc.

The Rand McNally Commercial Atlas & Marketing Guide: 15¾ x 21. Over 500 pages. Maps and indexes show location, population and other information for over 123,000 places in U. S. alone. Special retail sales maps; railroad and road maps, economic maps (wheat, cotton, cattle, coal, etc.); marketing statistics; airline and steamship distances; world time table, etc. Adapted for use by sales managers (visualizing sales territories; development of markets and salesmen's routes, etc.). Annual subscription basis, \$39.50 a year. Rand McNally & Co.

Rand McNally Road Atlas: See *Road Maps* section.

Rand McNally Railroad Atlas of U.S.: See *Railroad Maps* section.

Geographical Handbook: 8½ x 11. 128 pages. All cities, towns and villages in U. S. with population of 100 or more, listed alphabetically by states, with 1940 population. Opposite name of every county are three sets of location keys, referring to location on one or more Rand McNally maps of U. S. or the individual state. Volume can be used as index for nearly any commercial map of country or individual state. \$2.50. Rand McNally & Co.

MISCELLANEOUS

U. S. Map Showing Recreational Areas under federal or state administration (including Alaska, Aleutian Islands, Hawaii, Puerto Rico, Virgin Islands, West Indies): 41 x 30. 25c. Cat. No. I 29.8 R 24/948. Superintendent of Documents, Government Printing Office.

Map of Standard Time Zones of U. S. and adjacent parts of Canada and Mexico, as of January 1, 1948: 28 x 18. Catalog No. C 13.10: 190. 15c. Superintendent of Documents, Government Printing Office.

Maps of Seasonal Precipitation by States: 1942. Tables of normals and 10 wettest and 10 driest seasons and years. 76 pp. Catalog No. C 30.2:P 91. 15c. Superintendent of Documents, Government Printing Office.


Map of U. S. Population Density by Minor Civil Divisions: 2 sheets each 48 x 39. 1942. 75c set. Catalog C3.62/2: Un 3/7 sh. 1, 2. Superintendent of Documents, Government Printing Office.

County Finder Map of U. S.: to use with *The County Finder*, a numerical device for quickly finding the geographical location of any county in the U. S. Sold as part of kit. Contents: 3 outline maps (one 44 x 30, two 22 x 16), without state names, but with counties

* Price for flat paper sheet. Figures for cloth mounting, rods, map board and framing, washable surfaces, etc., considerably higher.

Only IN THE SIOUX CITY JOURNAL

CAN YOU REACH SIOUXLAND'S 750,000 POTENTIAL CUSTOMERS



In the rich 56-county, 4-state Siouxland market, no other medium or combination of mediums can put your sales message across with anything like the effectiveness, completeness and ECONOMY afforded by Sioux City's newspapers.

The Journal-Tribune has unusual facilities for assisting the advertiser. Its individualized merchandising of nationally advertised products insures dealer influence and support. Inquire about its famous "7-point" merchandising aid.

The Sioux City Journal
JOURNAL-TRIBUNE
SIOUX CITY, IOWA
REPRESENTED NATIONALLY BY JANN & KELLEY, INC.

Ad coverage, state by state, available in school field

CHICAGO: State and regional advertisers can use economical, state-by-state coverage of their exact market in the school field, according to Georgia C. Rawson, Executive Vice President of State Teachers Magazines.

"Many companies that don't have or want national distribution object, quite understandably, to paying for national circulation," said Miss Rawson.

"These companies can limit advertising coverage to their own territory," Miss Rawson pointed out. "Through the 44 State Teachers Magazines, the advertiser can reach all the school executives and teachers in one state or almost any group of states. Each magazine is independently edited for the school people in its state. This localized editorial content assures high readership."

Write for the detailed story of America's billion-dollar-a-year school market. It's free, in a 12-page, file size folder that also tells about the complete or selective coverage you get in State Teachers Magazines. Write to Georgia C. Rawson, Executive Vice President, State Teachers Magazines, 309 N. Michigan Avenue, Chicago 1, Illinois.

numbered; columnar data work sheets for each state; and *The County Finder*, an alphabetic-numeric guide or index. Complete kit, \$25. Components of kit also sold separately. Burton Bigelow Organization.

CATALOGS

As stated in text above, some of the catalogs of map-makers are highly informative, providing a wealth of information on the selection and use of maps by sales executives. Among those used in the preparation of this directory are the following:

Business and Reference Maps & Atlases: A 44-page catalog with a useful foreword, "Suggestions That May Help You Select the Best Map for Your Purpose." Rand McNally & Co.

1950 Catalog of Cleartype and Colorprint Maps: American Map Co., Inc.

Hagstrom's Maps: For all who manufacture, advertise and sell. Hagstrom Co., Inc.

Business Maps for Businessmen: George F. Cram Co., Inc.

Official Maps: Hearne Bros.

Statistics and Maps for National Market Analysis (Basic Information Sources): Business Information Service, United States Department of Commerce.

Maps—Price List 53: (List of over 150 maps, charts, atlases, not all of which are of interest to businessmen.) Superintendent of Documents, Government Printing Office.

General Information on Maps and Folios Published by the Geological Survey.

NAMES AND ADDRESSES OF MAP SOURCES

Ace Manufacturing Co., Paducah, Ky.

American Map Co., Inc., 16 E. 42nd St., New York 17, N. Y.

Army Map Service, Corps of Engineers, Washington 16, D. C.

The Boston Globe, Boston 7, Mass.

Broadcasting-Telecasting, 488 Madison Ave., New York 22, N. Y.



"I've never sold intangibles; who makes them?"

Buffalo Courier-Express, Buffalo, N. Y.

Burton Bigelow Organization, 274 Madison Ave., New York 16, N. Y.

Chain Store Age, 185 Madison Ave., New York 16, N. Y.

Cram, George F. & Co., 730 E. Washington St., Indianapolis 7, Ind.

The Crowell-Collier Publishing Co., 640 Fifth Ave., New York 19, N. Y.

The Dartnell Corp., 4660 N. Ravenswood Ave., Chicago 40, Ill.

Dayton Daily News, Dayton, Ohio.

The Detroit News, Detroit 31, Mich.

The Foundry, Penton Bldg., Cleveland 13, O.

Geographical Survey, United States Department of the Interior, Washington 25, D. C.

Hagstrom Co., Inc., 311 Broadway, New York 7, N. Y.

Hammond, C. S. & Co., 1 E. 43rd St., New York 17, N. Y.

Hearne Bros., 2586 National Bank Bldg., Detroit 26, Mich.

Hearst Magazines, Inc., Marketing Division, 959 Eighth Ave., New York 19, N. Y.

Hevenor, Charles D. Co., Lincoln Bldg., Buffalo, N. Y.

Judge, W. Campbell, 814 Montgomery St., San Francisco 11, Calif.

The Longwell Co., 312 E. Washington St., Indianapolis 4, Ind.

Muirhead, J. H. H., Civil Engineer, 231 W. 108th St., New York 25, N. Y.

National Wholesale Druggists' Association, 330 W. 42nd St., New York 18, N. Y.

New York City Planning Commission, 270 Municipal Bldg., New York 7, N. Y.

Official Airline Guide, 139 North Clark St., Chicago, Ill.

Rand McNally & Co., 536 S. Clark St., Chicago 5, Ill., 111 Eighth Ave., New York 11, N. Y., 575 Mission St., San Francisco 5, Calif., National Press Bldg., Washington, D. C.

SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

Superintendent of Documents, Government Printing Office, Washington 25, D. C.

United States Department of Agriculture, Bureau of Agricultural Economics, Washington, D. C.

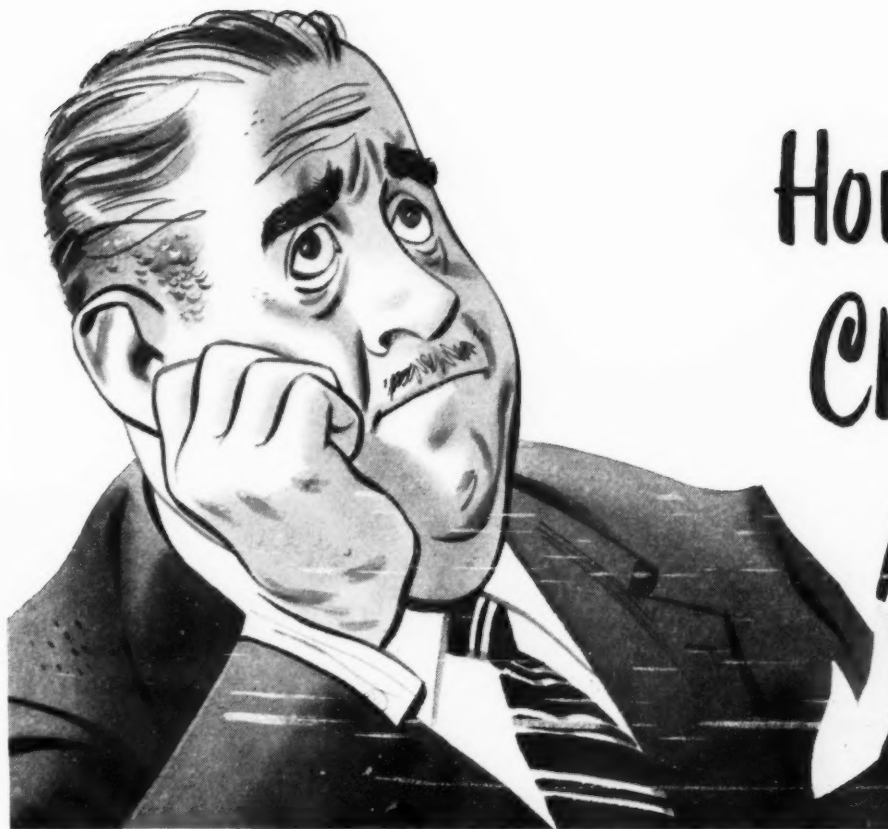
United States Department of Commerce, Washington 25, D. C.

United States Post Office Department, Washington 25, D. C.

REPRINTS . . .

. . . of this entire list of sources for maps will be available about September 15th, at a cost of 50c from Readers' Service Bureau, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGEMENT



How to avoid Christmas Mourn

First, be sure your gifts to business friends make a hit. That's easy! Give Zippo . . . the Windproof Lighter that always lights with a zip . . . the lighter that's unconditionally guaranteed!

Second, make sure you get your Zippo gifts in time. That's easy, too. Just *act now!* Order Zippo Lighters and *do it early*. Then nobody will be mournful on Christmas morn.



*Plus tax on sterling silver and gold models only.

ZIPPO the one-zip windproof lighter

ACT NOW ON SPECIAL DESIGNS! Your company trade-mark or special insignia—even actual signatures of friends—can be engraved on Zippo Lighters at surprisingly low cost! To insure delivery before Christmas, orders should be placed before October 15th. Zippo lighters are priced from \$3 to \$175*—engraving \$1 extra. Attractive discounts on quantity purchases.

SEND FOR THIS FREE BROCHURE TODAY! ↓



Zippo Manufacturing Co., Bradford, Pa. Dept. SM-3
Send me a free copy of your Business Gift Brochure which shows Zippo Lighter models, with prices.
Firm Name.....
Address.....
City.....Zone.....State.....
Your Name.....

Color photo of
"Champion Vagabond Lover"
by Cushway Studio

Lithography by **STECHER-TRAUNG**

When you need material produced in full color—be it at the idea stage or approaching point of delivery—you'll find it to your advantage to use "Lithography by Stecher-Traung." Proven economy—experienced craftsmanship—unexcelled quality control—that's what you get from Stecher-Traung. And **COMPLETE** service! Take this advertisement as an example. It was handled entirely by us. We even coated the paper and ground the inks! We set the type ourselves—on film! Our engravers made the color plates. We lithographed hundreds of thousands of copies, all colors at one time, on high-speed, four-color presses. **NOW**—let us show you what we can do for you!

SPECIALISTS IN FULL COLOR—Consumer Folders • Booklets • Catalogs • Circulars • Broadsides
Labels • Box Wraps • Streamers • Displays • Posters • Folding Boxes • Merchandise Cards
Seed Packets • Specialty Envelopes • Full Color Letterheads • Greeting Cards

Send for our new book
"How To Save Money On
FULL COLOR Lithography"
—a helpful guide in pre-
paring sales and adver-
tising material. Write on
company letterhead for
your free copy.

STECHER-TRAUNG

LITHOGRAPH CORPORATION

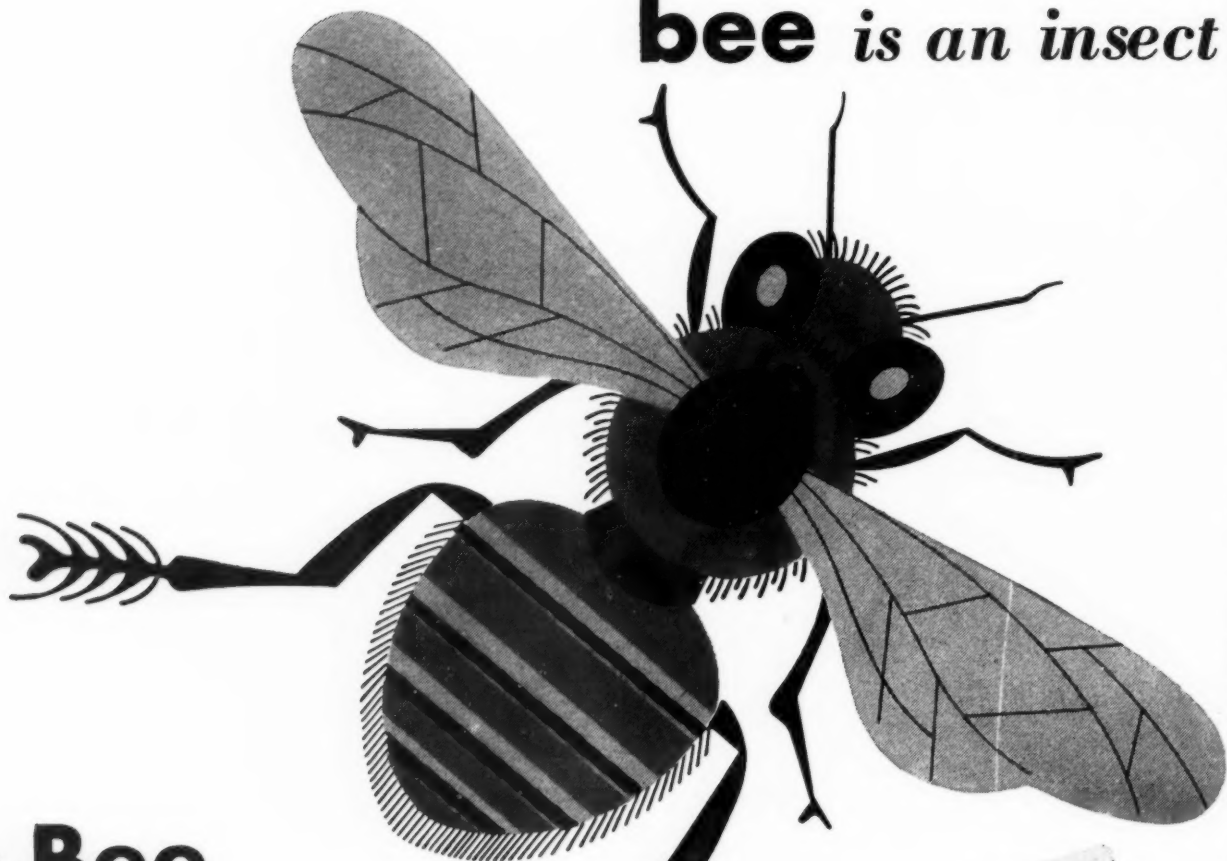
Plants at

Rochester 7, New York • San Francisco 11, California

Offices: Baltimore • Boston • Chicago • Columbus • Harlingen
Los Angeles • Macon • New York • Oakland • Philadelphia • Portland
Rochester • Sacramento • San Francisco • St. Louis • Seattle
Special New York Sales Associates — Rode & Brand



bee is an insect



but **Bee**
is a newspaper



The busy collector of honey is completely oblivious of the question of lower case or capital letters. Not indifferent, however, are the folks who put out newspapers named for *Apis mellifera*.

For the same reason, we have a lively interest in the use of a capital initial for Coke, the friendly abbreviation for Coca-Cola. Spelled with a lower case "c," it means something entirely different.

Coke and Coca-Cola are registered trade-marks which distinguish our product. And good practice requires the

owner of a trade-mark to protect it diligently. That's why we ask you always to spell Coke with a capital "C." It's as important to us as the use of a capital initial in the spelling of a newspaper's name.

*Ask for it either way
...both trade-marks
mean the same thing.*



THE COCA-COLA COMPANY

"Bake-Off" Lives on in Promotion; Pillsbury Repeats it This Year

Since the avalanche of response to its \$100,000 baking contest, the folks in Minneapolis have been shooting the works in splashy advertising, building promotion after promotion on the prize-winning recipes. "Fantastic," they say.

The \$100,000 baking recipe contest staged last year by Pillsbury Mills and climaxed with a "bake-off" at New York's Waldorf-Astoria provided the company with such a publicity landslide, so much excellent advertising copy, and so many promotional ideas, that it's being repeated this fall.

Hardly a month has gone by since the 1949 contest closed, that Pillsbury hasn't launched a merchandis-

ing, advertising or promotional event that has been based directly or otherwise on its Grand National Recipe and Baking competition.

P. S. Gerot, Pillsbury vice-president in charge of grocery product sales, says the biggest single outgrowth of the contest is proof of the pulling power of recipes to build grocery store traffic. The contest, in other words, is still drawing women to the stores.

The first to demonstrate the pulling power of recipes on such a scale was the second prize winner, Starlight Mint Surprise cookies, for which Laura Rott of Naperville, Ill., was paid \$10,000.

The recipe was one of the first made public by Pillsbury. It was featured in advertisements in *This Week* and *Parade* magazines, and food editors the country over gave it considerable attention.

The recipe involves a chocolate mint baked inside the cookie batter.

All of a sudden Rockwood & Co., manufacturer of the chocolate mint, found out it was having a terrific problem keeping retailers from running out of stock. Then it found out why. Women were buying mints at a sharply increased tempo to try out the recipe.

COPY BONANZA: The prize-winning recipes from the 1949 contest, dressed up with mouth-watering color photos, have provided Pillsbury with some sure-fire copy for 1950 advertising. Left—a magazine advertisement based on "Aunt

Carrie's Bonbon Cake." Right—Rockwood & Co., who came in by the back door (through a winning recipe that calls for mint wafers), gets in on the promotion with some color page of its own. This one appeared in *This Week* and *Parade*.

TRY THE \$4,000 Prize Winner

from Pillsbury's
\$100,000 Grand National
Recipe and Baking Contest

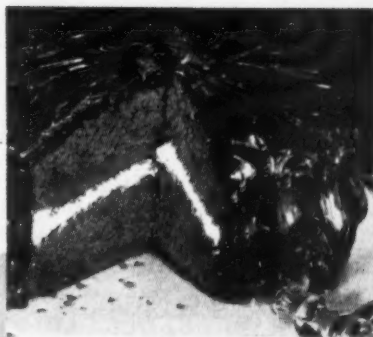
This Grand Prize-winning recipe was among the most beautiful ever in the history of the Pillsbury Bake-Off. It was a puzzle, a high and delicious cake with the finest and most of all the date.

Aunt Carrie's

Aunt Carrie's Bonbon Cake

By Mrs. Margaret W. Heston, San Marcos, California
Adapted for your use by Ann Pillsbury

BAKE at 350° F. for 30 to 35 minutes. **MAKES** one 8-inch layer.
All ingredients except fat must be at room temperature.
An important tip: Use of Pillsbury's Best Enriched Flour is essential for this recipe.
1. Cream butter and sugar until light and fluffy. Add eggs one at a time, beating well. Add vanilla. Sift Pillsbury's Best Enriched Flour and baking powder together. Add to creamed mixture alternately with milk. Beat until smooth. Spread in 8-inch round pan. Bake at 350° F. for 30 to 35 minutes. Cool. Top with frosting.
2. Frosting: Cream butter and sugar until light and fluffy. Add eggs one at a time, beating well. Add vanilla. Sift Pillsbury's Best Enriched Flour and baking powder together. Add to creamed mixture alternately with milk. Beat until smooth. Spread in 8-inch round pan. Bake at 350° F. for 30 to 35 minutes. Cool. Top with frosting.



This and Other Prize-Winning Recipes
NOW IN EVERY BAG OF

**Pillsbury's
BEST**



Now you can enjoy ALL 100 PRIZE-WINNING RECIPES

from Pillsbury's \$100,000 Grand National Recipe and Baking Contest

in NEW COOKBOOK—

There are 100 of America's most famous prize-winning recipes that were judged by the Pillsbury Bake-Off judges. They are now yours to enjoy. This new cookbook contains all 100 prize-winning recipes. It's a treasure trove of delicious ideas for your kitchen. Add this cookbook to your collection of cookbooks. It's a must-have for any home cook.

SEND IN TODAY!
ONLY 25¢

NAME _____
ADDRESS _____
CITY _____ STATE _____

Pillsbury's \$10,000 Prize Winner STARLIGHT MINT SURPRISE COOKIES

made with **ROCKWOOD MINT CHOCOLATE WAFERS**



The most delicious chocolate mint cookies you ever tasted!

Ann Pillsbury recommends
STARLIGHT MINT SURPRISE COOKIES

Suggested by Mrs. Laura Rott, Naperville, Illinois

Bake at 375° F. for 10 to 12 minutes.

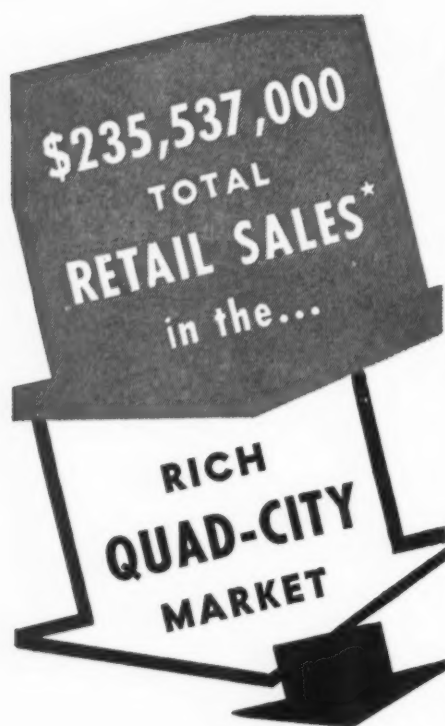
Ingredients: 1 cup Pillsbury's Best Enriched Flour, 1/2 cup Rockwood Mint Wafers, 1/2 cup butter, 1/2 cup sugar, 1 egg, 1/2 tsp. baking powder, 1/4 tsp. salt.

Directions: Cream butter and sugar until light and fluffy. Add egg. Sift flour and baking powder together. Add to creamed mixture alternately with wafers. Beat until smooth. Roll into balls. Bake at 375° F. for 10 to 12 minutes.

The Newest Sensation

A taste team rich and smooth, and so tempting! Pillsbury's Best Enriched Flour and Rockwood's Best Chocolate Mint Wafers. These are the ingredients that make a top Pillsbury's Best Flour with Rockwood's Mint Wafers.

ROCKWOOD The finest in chocolate



RETAIL SALES

Davenport	\$116,266,000
Rock Island	51,594,000
Moline	57,121,000
East Moline	10,556,000
Total	\$235,537,000

EFFECTIVE BUYING INCOME PER FAMILY

Davenport	\$6,213
Rock Island	5,703
Moline	5,938
East Moline	5,243

THE DAVENPORT NEWSPAPERS HAVE 99% SATURATION IN DAVENPORT PLUS 10,000 HOMES IN ILLINOIS WITH THE WEEK-DAY TIMES AND THE SUNDAY DEMOCRAT

THE DAVENPORT NEWSPAPERS

The Only Newspapers with Home Delivered Circulation on both the Iowa and Illinois Sides of the Important Quad-City Market

THE DAILY TIMES THE DEMOCRAT & LEADER

represented nationally by
Jann & Kelley, Inc.

*Copr. 1950 Sales Management of Buying Power
Further reproduction not licensed.

(And Pillsbury knew the women likewise were buying enriched flour for bread, biscuits, pies and cakes in better than normal volume.)

Just as Pillsbury's Best flour sales climbed when the winning recipes were announced, Rockwood mint sales jumped.

Mr. Gerot says that that reiterated the importance of flour as basic in related item selling, long a strong factor in grocery merchandising of flour. At this, Pillsbury is an old hand. Its merchandisers and merchandising planners were quick to hitch their wagons to the same star, and pinned promotion after promotion not just to mints, but to specific brand promotion, Pillsbury's Best and Rockwood, for double impact.

Grocers Catch On

Grocers quickly caught on. After release of the top prize-winning recipe, and consumer response in terms of store traffic, grocers throughout the country asked for further expansion of the campaign. Pillsbury, at the request of the trade, provided a mat series of prize recipes, with pictures of the winning foods as adapted and approved by Ann Pillsbury, embodying the company's research and testing departments.

In the meantime, display material was on the way. Inserts with prize-winning recipes were packed in every bag of Pillsbury's Best flour, and there were assorted recipe-dispensing racks and boards, various sizes and recipes. Few grocers could keep up with coupons women pulled from the boards.

Sandwiched in — and carefully timed — came the Pillsbury payoff, the company's newest cookbook. It contained all the 100 prize-winning recipes, in an outstanding red-white-blue banded cover, full of color plates. It was promoted full blast, nation-wide in all media.

Never before a recipe book like this—the advertisements and radio copy read. For 25 cents and an extra value coupon, which of course was available only in a package of Pillsbury's Best flour.

"That started to build store traffic on a higher level," says Mr. Gerot. "It was the most wanted cookbook in the land. And women bought bags of PB to get the coupons."

Among the principal drum beaters for the new cookbook was no less a radio figure than Arthur Godfrey. He was telling the Pillsbury story every other day, beginning June 17, on 170 CBS network stations. There was, in addition, a heavy mid-summer magazine and newspaper sup-

plement schedule, using full pages and full color.

Featured is the \$4,000 third-prize winner, Aunt Carrie's Bonbon cake, adapted by Ann Pillsbury from the recipe of Mrs. Richard W. Sprague, San Marino, Calif. A banner in the advertising carries a recipe book coupon, to be accompanied by 25 cents and an extra-value sack coupon.

That promotion was in connection with announcement that Pillsbury will sponsor another \$100,000 recipe and baking contest this winter, as of course it would do in the face of the astounding volume of publicity and tie-in advertising the company benefited from as a result of the first contest.

Drums will keep on beating. For local color and local impact in all parts of the United States, local and regional recipes will be released to home-town newspaper food editors by the Ann Pillsbury Home Service Center. Local grocers are authorized to use the recipes in their own advertising. Circulars keep them advised on what is developing in the Godfrey broadcasts.

The impetus in Pillsbury advertising and promotion, based on the recipe contest idea, brought comment from Philip W. Pillsbury, president of the company.

"Our Grand National recipe and baking contest, climaxed by the bake-off at the Waldorf-Astoria last December, is symbolic of this creativeness," he says in material assembled for the company's annual statement in August.

"It was a huge success and will be repeated this year. Every bag of Pillsbury's Best has carried entry blanks for this contest since June 5, before current international developments.

"If it later appears that the second contest is out of keeping with food situations which might result from the war, we can and will change the tone of it to attune the contest to the times."

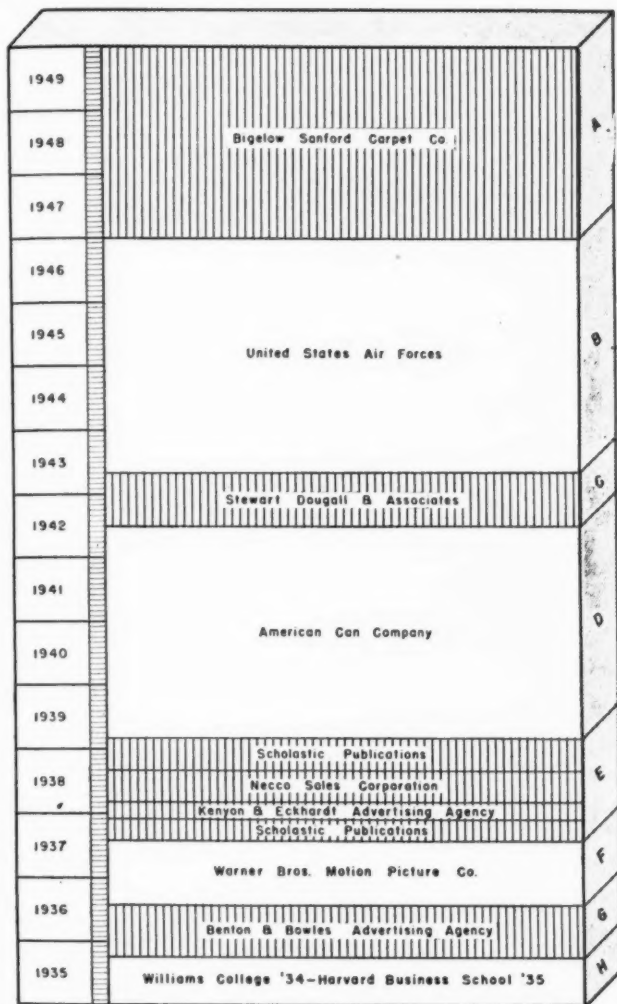
The Last Word

If getting a contest mentioned in the annual report isn't enough for the men and women who thought it up and held the reins, they can take heart from the fact the word "bake-off," coined by Pillsbury, has been admitted to the language by word arbiters at Funk and Wagnalls.

It is a noun, the new dictionary will say, defined as: "A public baking contest for amateurs, held in one place, with equipment and supplies provided for the contestants, who must produce their specialties within a stated time."

BUSINESS EXPERIENCE OF BRADFORD FLINT

(1935 - 1949)



Manufacturing Division
statistics-analysis-presentation
(report directly to VP)

Statistical Control Division
analysis & presentation officer
(bronze star)

Senior Associate-Industrial Accts.
time & cost study-grocery stores
(milk containers-glass vs paper)

Marketing Division
in charge statistics & analysis

Free Lance Analysis
3 yr analysis national sales
Wholesaler-analysis of complete
business operation
Consumer survey-house to house
analysis & charts
5 state analysis of sales

Advertising & Publicity Dept.
copy writer-publicity
national magazine contactman

Advertising Apprentice
research-radio-media
mailroom

A Job Resumé That's Easy Reading

Here's an idea to pass along to men or women who ask your help in finding a job . . .

. . . Most all job hunters plunk down a mimeographed two-to-four-page resumé and sit back hoping for a favorable reaction. The prospect sees a blur of words—words—words, mostly trivia of no possible interest to him unless—and until—he has decided that here is a candidate who deserves extra-careful consideration.

Bradford Flint started in business this year as head of an organization called Chartistics, specializing in

charts and analytic data pertaining to sales and cost analysis. He is a research specialist first, an artist second.

His problem, in introducing himself to a prospect, was to get over, quickly, a resumé of his experience so as to prove, without seeming to push the idea too hard, that here is a man who can function as a consultant as well as an artist.

The chart is a natural to him, but it is so simple that job applicants, even though they may be indifferent artists, can follow it with profit to themselves.

SEPTEMBER 1, 1950

ILLUSTRAVOX
SOUND SLIDEFILM PROJECTORS
Thousands still in use
after ten years' service!

Over 70% of all sound slidefilm projectors now in use are Illustravox. No other manufacturer can match this sales and service record! For details on new automatic models write ILLUSTRAVOX, 2149 Bueter Road, Fort Wayne 4, Indiana.

DIVISION OF THE **Magnavox** COMPANY

Imagine!
COMPLETE ADDRESSING OUTFIT FOR...
\$9.95
Slightly higher in some areas

• Amazing addresser permits quick, easy addressing for as low as 6c per 1,000 names. Lists easily prepared on paper tape... loads like a camera... addresses by a single, one-hand motion... no inks, no plates, no ribbons!

MAKE A STAMP FOR 2c! Simple clamp-on unit (6 included) permits repeat impressions at about 1% the cost of a rubber stamp. Mail coupon now!

AT LEADING STATIONERY & OFFICE SUPPLY DEALERS
HEYER Portable ADDRESSER*

THE HEYER CORPORATION, 1836 S. Kostner Ave., Chicago 23
Please send literature and name of nearest dealer

Name _____
Address _____
City _____ State _____

*PRODUCT OF THE HEYER CORP., MAKERS OF DUPLICATORS AND SUPPLIES SINCE 1903



15 words addressed to 1500 superlative-sated admen

Q: What makes Metro "Mighty"?

A: The world's largest magazine audience, **plus** the highest readership of ads.

● Some 1500 men in this country decide where *billions* of dollars worth of advertising shall run.

They are bombarded with claims and counter-claims, bored with adjectives.

And "mighty" is a mighty big word. Wouldn't we be stupid to go out to the end of a limb by using it lightly? Your skepticism, gentlemen, is a sharp-toothed saw that could send us tumbling ... *bard*.

So here are the simple, inescapable, unarguable facts of the case: You *deciders* know the sales-producing might of Sunday-magazine sections. The biggest and most experienced of you are in them, pounding with your heaviest artillery.

Now comes the sixty-four dollar question! Which

of these mighty Sunday publications is mightiest?
The figures speak for themselves.

METRO Over 14,000,000

AMERICAN WEEKLY . . . Over 10,000,000

THIS WEEK Over 10,000,000

Figures based on latest A. B. C.

Compare the readership of *all* 1949 campaigns which ran in Metro and other leading publications. What do you find? *Up to three times* the readership in Metro! Yes, higher average readership per dollar among *both* men and women! Readership like that, coupled with the world's largest magazine audience, *deserves* the word "mighty!"

Ask your Metro man for new, eye-opening data!

Individually edited by these leading Sunday Newspapers:

ATLANTA *Journal-Constitution*
BALTIMORE *Sun*
BOSTON *Globe and/or Herald*
BUFFALO *Courier-Express*
CHICAGO *Tribune*
CINCINNATI *Enquirer*
CLEVELAND *Plain Dealer*

DES MOINES *Register*
DETROIT *News and/or Free Press*
INDIANAPOLIS *Star*
LOS ANGELES *Times*
MILWAUKEE *Journal*
MINNEAPOLIS *Tribune*
NEW ORLEANS *Times-Picayune & States*

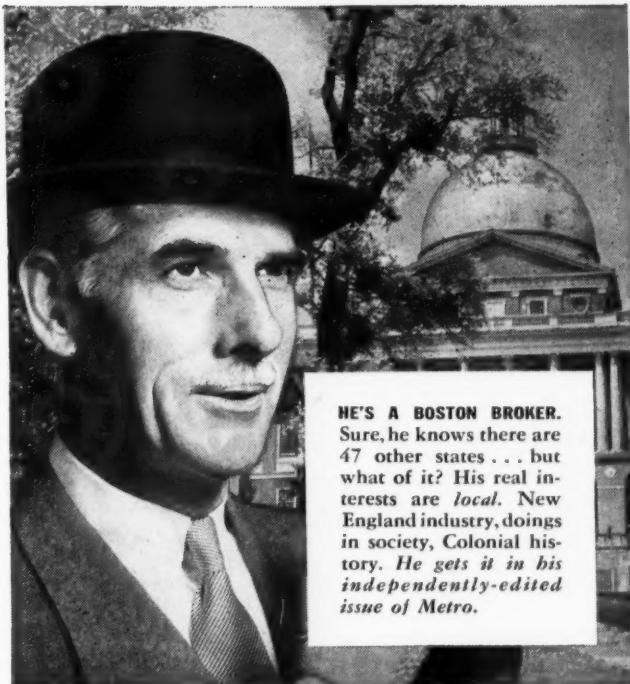
NEW YORK *News*
PHILADELPHIA *Inquirer*
PITTSBURGH *Press*
PROVIDENCE *Journal*
ST. LOUIS *Globe-Democrat*
and/or Post-Dispatch
ST. PAUL *Pioneer Press*

Sales Offices for Metro Magazines and Metro Comics . . . NEW YORK • CHICAGO •

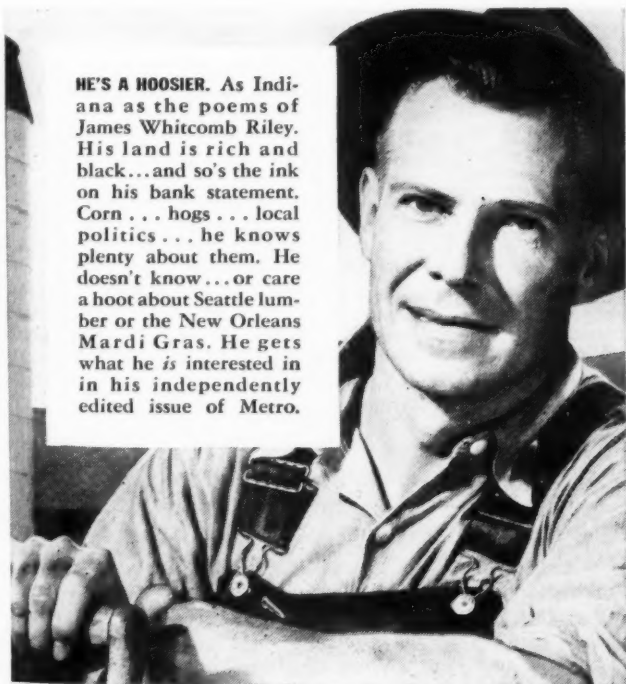
One secret of Metro's
sensational readership:

UNMATCHED LOCAL INTEREST

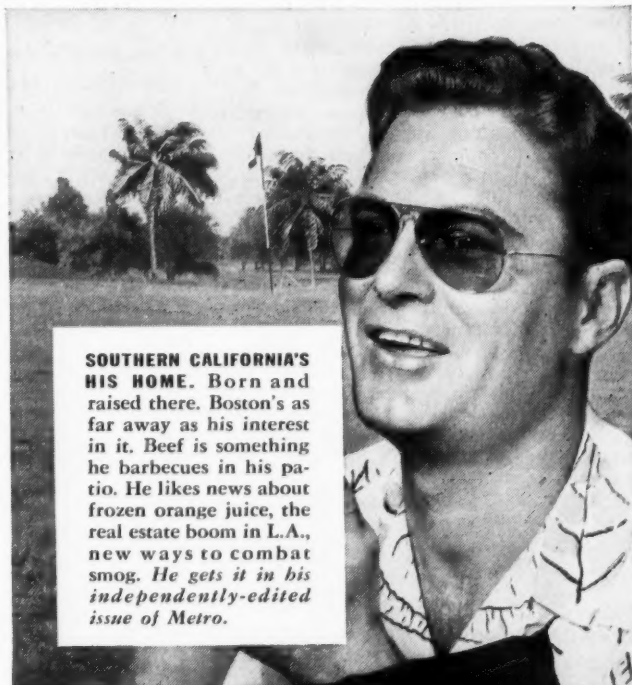
What in the world interests people? Are farm-conscious Iowans more interested in stories about deep-sea fishing or hybrid corn? Which will interest Georgians most—pictures of Harvard or Georgia U.? That's the problem of every national publication... *except Metro!* Because Metro is *independently edited* by every one of its twenty-seven member papers! Thus, Metro becomes an integral part of the paper *on a local basis!* Your ads rub shoulders with pictures and stories of consuming *local interest* to readers... and get read! Yes, readership *up to three times as much* as in other leading publications.



HE'S A BOSTON BROKER. Sure, he knows there are 47 other states... but what of it? His real interests are *local*. New England industry, doings in society, Colonial history. He gets it in his *independently-edited* issue of Metro.



HE'S A HOOSIER. As Indiana as the poems of James Whitcomb Riley. His land is rich and black...and so's the ink on his bank statement. Corn... hogs... local politics... he knows plenty about them. He doesn't know...or care a hoot about Seattle lumber or the New Orleans Mardi Gras. He gets what he *is* interested in in his *independently edited* issue of Metro.



SOUTHERN CALIFORNIA'S HIS HOME. Born and raised there. Boston's as far away as his interest in it. Beef is something he barbecues in his patio. He likes news about frozen orange juice, the real estate boom in L.A., new ways to combat smog. He gets it in his *independently-edited* issue of Metro.

SEATTLE *Times*
SPRINGFIELD *Republican*
SYRACUSE *Post-Standard*
WASHINGTON *Star*

METROPOLITAN SUNDAY NEWSPAPERS, INC.

DETROIT • SAN FRANCISCO • LOS ANGELES

**MIGHTY
Metro**
THE WORLD'S LARGEST
MAGAZINE AUDIENCE

Dear Editor . . .

FAIR TRADE

Editor, SALES MANAGEMENT:

I just got through reading Larry Hughes' splendid article, "Has Fair Trade Failed?" In my opinion it is one of the most complete and thorough analyses of this moot subject that I have read in any publication for many a year.

You may know that I became tangled up in Fair Trade as far back as 1912, when the first Fair Trade bill was introduced in Washington. Since then, I have been following its fortunes, especially in connection with the efforts that have been made to impose Fair Trade in the food industry.

Larry has done an exceedingly fine journalistic piece of work in reviewing the pros and cons, and SALES MANAGEMENT is to be congratulated on presenting so thorough a job to its readers. Larry puts his finger right on the crux of the whole problem when he asks in his article, "How can there be freedom of choice without freedom of price?"

From my many years of study of distribution, the only advantage I ever saw in Fair Trade is that it holds an umbrella over thousands of inefficient retailers at great expense to the consumer. In a highly organized competitive economy there is no room for Fair Trade. In fact, there is no rhyme nor reason for it, except to give forums to highly opinionated people who sanctimoniously believe they are trying to help the Pa and Ma stores. . . .

M. M. ZIMMERMAN
Publisher
Super Market Merchandising
New York, N. Y.

WRAP-UP ON TOUGH SALES?

Editor, SALES MANAGEMENT:

You probably have already thought of this one, and what I am referring to is the series of articles being run in SALES MANAGEMENT entitled "Toughest Sale I Remember." My suggestion is that when this series is completed, you have the articles bound in book form and I know you will find a ready sale for them.

NELSON P. WRIGHT
Sales Manager
Rock of Ages Corp.
Barre, Vt.

(SM is toying with the idea. Meanwhile, the series will go on.—The Editors.)

. . INCLUDING THE PORTUGUESE

Editor, SALES MANAGEMENT:

Thank you very much for . . . the Salesman's Creed.

Last month our company, Sao Paulo Alpargatas S. A. held its sales convention and it was with this in view that I asked for the copy of the Salesman's Creed.

I took the liberty of having it translated into Portuguese and it certainly caused a great impression upon our sales force.

I include herewith a copy of this translation and would like to ask you whether you will give us permission to print it and thereby be able to present each of our salesmen with a copy.

P. INGOVILLE
Sao Paulo, Brazil

BEECH-NUT

Editor, SALES MANAGEMENT:

I am sure that I speak for Mr. Arkell, Mr. Ellithorp and other executives of the company in telling you that the reaction to Mr. Lawrence M. Hughes' article "Beech-Nut Keeps the Kettle Boiling" in the July 15 issue of SALES MANAGEMENT has been favorable in the extreme.

It is the consensus that Mr. Hughes caught much of Beech-Nut's intrinsic flavor, and that his article comprised a fair and workmanlike analysis of the company's past, present and future.

I do feel, however, that the record should be corrected on one point. In discussing the sale of Beech-Nut stock from the estate of Mr. Bartlett Arkell, Mr. Hughes writes: "These shares are said to have been bought by Merrill, Lynch, Pierce, Fenner & Beane for distribution to the public."

The fact of the case is that Merrill, Lynch did not distribute these shares.

The shares to which Mr. Hughes refers were, during the period between June, 1947, and February, 1950, purchased by the firm of Ferdinand Eberstadt & Co. of 38 Broadway, New York, and were resold by them to investors.

RALPH FOOTE
Advertising Manager
Beech-Nut Packing Co.
New York, N. Y.

NOD FROM PENN

Editor, SALES MANAGEMENT:

Having returned a few days ago from my summer holiday, I was catching up on my back reading and noted that the July issue of SALES MANAGEMENT contained under "Significant Trends" an article which pleased me very much. To me it is an indication of the willingness of people in your capacity to recognize and report an improvement in relationship with the people with whom they come in contact.

This railroad has made an earnest effort to improve its relationship with the public and we are constantly discussing and reviewing politeness and courtesy with our people, who I believe are becoming more and more aware of the fact that the customer is the boss.

Thank you for the timely article. It is very much appreciated.

E. C. GEGENHEIMER
Acting Director of Public Relations
The Pennsylvania Railroad
Philadelphia, Pa.

"NATIONAL" VS. "LOCAL"

Editor, SALES MANAGEMENT:

Congratulations on a timely article that is extremely well done . . . of course I am referring to the one entitled "Is 'National' Advertising a Mistake?"

The article certainly hit home with me inasmuch as we are in agreement with you that national advertising *must* be made to pay off on a local level! This is especially true in the apparel industry with the limited advertising, publicity, and sales promotion funds that we work with. People like General Foods and others in the foods and hard-goods industries can afford to put so much more money into national advertising in order to achieve a degree of penetration among consumers. We, however, are faced with smaller budgets and, not being in a position to buy any expensive space in the "mass" magazines, are faced with the problem of achieving greater recognition for our products on a local level. That's why our operation is planned in such a way that we try to achieve the maximum amount of store promotions in order to further our brand name. We split our budget quite differently from the average apparel houses and have, thus far, found that it pays off. . . .

It is most unfortunate that so many organizations in the apparel field are unaware of the need for pin-pointed efforts on a more localized level . . .

Again, my congratulations for taking a much-needed stand.

AL CITRON
Director, Advertising & Publicity
Koret of California, Inc.
San Francisco, Calif.

Editor, SALES MANAGEMENT:

Just a line to compliment you on your excellent article "Is 'National' Advertising a Mistake?"

While the basic idea is not new, it appears to me that its ramifications offer tremendous possibilities for all of us, most of which have been relatively unexplored. My interest was particularly aroused because of the recent activity with regard to standard methods of measuring markets. I found your article both timely and thought provoking.

W. F. GILBERT
Research Director
Sawyer, Ferguson, Walker Co.
New York, N.Y.

FARM PAPER FIGURES

Editor, SALES MANAGEMENT:

We have noticed from time to time stories in your magazine relating to the dollar investment in advertising in farm publications. Usually the figure used for 1949 was \$28,000,000.

This figure only includes the advertising run in six national farm publications, which is all that Publishers Information Bureau measures. In using this figure for 1949, for instance, approximately \$16,000,000 worth of advertising was not credited to farm publications. Farm Publication Reports, Inc., measures and classifies the advertisements in 38 farm publications. The total advertising carried in these publications in 1949 was \$44,291,580.

We are enclosing with this letter the summary figures showing the dollar volume of advertising carried in our 38 farm publications for the first six months of this year. You will notice this shows a total of \$24,871,237 this year as against \$24,808,597 for the first six months of last year. Since the six national publications account for \$16,092,225, our reports include nearly \$9,000,000 more advertising for farm publications than you would show if you used only the PIB reports. On an annual basis this would run, of course, somewhere between \$16,000,000 and \$18,000,000.

We feel that this additional volume of advertising should be credited to farm publications whenever total figures are used. We will be happy to furnish monthly, quarterly, semi-annual or annual figures just as soon as they are available, which would be in advance of publication.

We feel very keenly the fact that farm publications are not receiving full credit for the full volume of advertising carried and we desire to cooperate with you in every way possible to see that summary figures covering the majority of farm publications are supplied to you.

ED. C. NASH
Executive Secretary
Farm Publication Reports, Inc.
Chicago, Ill.

(In a round-up story on advertising volume in many media which appeared in SM for February 15, 1950, "National Advertising in Several Media Passes the \$400-Million Mark in 1949," SM correctly reported Farm Publication's \$44 million figure.—The Editors.)

DRINKING IN WASHINGTON

Editor, SALES MANAGEMENT:

In your July 15 issue of SALES MANAGEMENT, you give particular emphasis to the heavy consumption of all alcoholic beverages on a per capita basis in Washington, D.C. While the figures may be correct, the assumption is erroneous.

A good portion of these per capita sales are not consumed in the District of Columbia. This is called to your attention in the interest of correct reporting.

While Washington, D.C., consumption is above average, if you used the District of Columbia tax payments; i.e., district tax, and applied this against the population, you are considerably off in your deductions for the simple reason that the District of Columbia has the lowest tax of any territory in the Union. In addition, no sooner was the war scare of World War II over than the retailers engaged in extensive price cutting. This price cutting was so deep in fact, that no one was interested in taking over the distributorship of the Seagram line and the Seagram Company had to run it themselves. This is interesting because the Seagram brands have been in first

place since before the war, but the discounts on Seagram's and everybody else's whiskey in the District were so great that there was nothing left for the wholesaler. The retailers came out all right because they operate on a large volume, but the wholesaler took it in the neck.

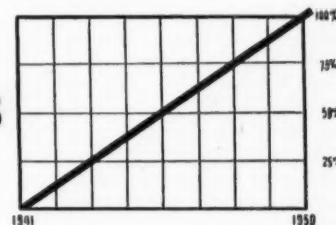
As a result of this price cutting, Washington has sold an abnormally large quantity of whiskey. Over the weekends people came from New Jersey, New York and Pennsylvania with an empty suitcase just to load up. They could make a nice saving over and above their car fare by coming to Washington for this purpose. In addition, as you know, Washington has a large number of visitors each year and when they found that they

could buy whiskey at prices greatly under their prices at home, thousands and thousands of them took anywhere from a few bottles to a case home with them. This, therefore, gives the Washington figures a distorted meaning which is not reflected in your article.

A. P. BONDURANT
Vice-President and Advertising
Director
Glenmore Distilleries Co.
Louisville, Ky.

(Mr. Bondurant's comment is especially interesting in the light of the article "Has Fair Trade Failed?" which appeared in the August 1 issue of SM.—The Editors.)

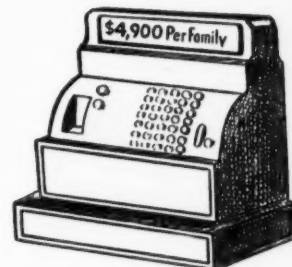
Circulation gains like THIS



in a Market like THIS



mean **SALES!**



The Daily Tribune circulation grew 87.1% the past ten years . . . faster than any other Michigan daily (or Sunday) newspaper.*

And the trend continues . . . stronger. The ABC Publisher's Statement for the six months ending March 31 shows the gain already up to 106.2%!

Look at the *quality* of this circulation! Royal Oak's family income is \$6,809 . . . exceeded narrowly by only one other Michigan city over 25,000 population. Family retail sales soar 64% above the national average; food 63%; general merchandise 92%; drugs 75%; furniture-household-radio 66%.

The Daily Tribune now provides better than 90% coverage of Royal Oak homes . . . with 12,000 *additional* circulation in neighboring South Oakland County communities.

This combination of rich market and vigorous circulation growth assure big sales results now . . . increasingly greater results as the Daily Tribune's expansion program extends coverage day by day over rich, populous South Oakland County.

* Michigan Press Association study, based on Editor & Publisher Yearbooks.

PER FAMILY SALES

	Royal Oak	U.S.	Plus %
Retail Sales	\$4,900	\$2,900	64%
Food	1,150	705	63%
Gnl. Mdse.	731	380	92%
Drug	140	80	75%
Furn-Hshld-Radio	249	149	66%

THE DAILY TRIBUNE

South Oakland's Only Daily

ROYAL OAK, MICH.

Over 22,600 Evenings

The Julius Mathews Special Agency, Inc.

LOW COST **SALES**



Proven
Quality
SALES
LEADS

Your sales costs drop when your salesmen follow up on TSN inquiries.

TSN takes your sales story to more than 100,000 reader-buyers in all phases of the transportation industry, including railroads, shipper-manufacturers, motor truck companies, airlines, water carriers, etc.

This complete coverage of the transportation industry buyers means you can sell your accepted transportation industry markets and at the same time, at no extra cost, explore other segments of these markets.

Plan to run a test campaign now and see how TSN can help increase your selling effectiveness.

Transportation Supply News

418 S. MARKET ST., CHICAGO 7, ILL.

122 East 42nd St., New York 17
2404 West 7th St., Los Angeles 5

#1 IN

SIZE...

18,000,000 Circ.

READERSHIP...

14% "Read Most"

RESULTS...

Accelerates Sales

In 18,000,000 homes every week women turn to Jessie's Notebook in their favorite newspaper. Why? Because it rewards them with realistic, practical information on how to do things better in their homes—what are the best products and how to use them for best results.

Products advertised in Jessie's Notebook receive Jessie DeBoth's authoritative endorsements with the frequency and continuity of sales impulses which really accelerate sales in 80 key trading areas (1315 counties) which do 71% of U.S. grocery sales, 80% of U.S. general merchandise sales.

JESSIE'S Notebook
by JESSIE DE BOTH

420 Lexington Avenue New York 17, N. Y. 5 No. Wabash Avenue Chicago 2, Illinois

Worth Writing for ...

Booklets, Surveys, Market Analyses, Promotion Pieces and Other Literature Useful to Sales Executives

Pittsburgh's \$2 - Billion Retail Market:

The Pittsburgh Press has distributed among that city's retailers a vividly pictorial presentation which reveals the great changes in their retail market. It is divided into three parts: (1) highlights and factual presentation of the expanded and expanding market; (2) analytical presentation of the five-county Pittsburgh Metropolitan market, with further proof of expansion; (3) how to get a share of sales from this bonanza. Distributors, brokers and manufacturers' representatives will find it a valuable aid in picturing and selling that market and planning advertising at the local level. Source material used in compiling the presentation: SALES MANAGEMENT Survey of Buying Power, May, 1950; County Data Book, U.S. Bureau of the Census; U.S. Census of Business; Audit Bureau of Circulation, March 1949; Media Records Inc. Copies of the book may be obtained from Earl J. Gaines, Advertising Director, *The Pittsburgh Press*, Pittsburgh, Pa.

Package Engineering: A booklet from The Hinde & Dauch Paper Co. It's a user-slanted but detailed study of corrugated box design and construction, carrying numerous drawings to show types of corrugated inserts used in an engineered package. Included is a "packaging questionnaire" by which any user may analyze his packaging program. Write to Paul Meelfeld, Advertising Manager, The Hinde & Dauch Paper Co., Sandusky, O.

1950 Dakota Wealth Story:

The Dakota Farmer has put out an illustrated market data brochure, outlining the totals of all crop and livestock produced and acres harvest-

ed in the Dakotas during 1949. Income, inventory and wealth are also given. Graphs show rank, position and total cash resources, as compared with other states. Average income per farm is included, with a special study of farm mortgage indebtedness from 1932 to 1949. One page is devoted to an appraisal of the development of the Missouri River Valley and how the program will affect the Dakotas. Write to H. H. Allen, Publisher, *The Dakota Farmer*, Aberdeen, S. D.

If You Sell Fire Prevention and Fire Fighting Equipment,

the data compiled by the Marketing and Research Bureau, *Institutions Magazine* will help you to reach the institutions that need your products. Included in the report are data on estimated U. S. fire losses by occupancy; loss of life by fire—classified by occupancy; what the losses cost in dollars (February 1949 to January 1950); institutions that burned during that period; institutional fires in the U. S. and Canada; causes in percentages. Write to G. L. Milne, Marketing and Research Bureau, *Institutions Magazine*, 1801 Prairie Ave., Chicago, Ill.

"Scenarios:" A 42-page instruction booklet on the subject of creating spot film commercials for television and the theater screen. Published by Alexander Film Co., it serves as a guide for agencies and advertisers in "hitching interest to sales punch..." Scenario and film-ad production techniques covered are those generally accepted by the advertising film industry as standard operating procedure. Copies are available from Harold Mulnix, Manager, Public Relations Department, Alexander Film Co., Colorado Springs, Colo.

Fair Trade Restates Its Case

BY JOHN W. DARGAVEL

Chairman, Bureau of Education on Fair Trade

Will our present state of "warm war" change the attitudes of retailers on price maintenance? Are fair trade prices "holding the line?" What's the objective of cut-price advertising: Is it to sell leaders, or to build traffic?

SALES MANAGEMENT, August 1, carried an article "Has Fair Trade Failed?" It was brought about by the recent rebellion against fair-trade minimum prices by Macy's, New York, and other large department stores.

Some of the proponents of fair trade squawked that SM was "anti-fair-trade." Since the Bureau of Education on Fair Trade is official spokesman for the "pros," we invited Mr. Dargavel to speak his piece.—The Editors.

It took the march of the red Korean hordes below the 38th parallel to awaken some people to the fact that the price-cutter is in business to make a profit rather than to dispense charity. Until the last week in June, discount houses and other predatory price-cutting retailers hammered away on their mendacious theme that fair trade prevented them from giving the customer a break. Yes, they sought to assure the public, they could sell this or that item for considerably less than the fair trade price if only the fair trade laws were repealed. Some of them went further: They deliberately cut fair trade prices in the hope of being brought into court and thus getting free publicity as a "champion" of the consumer.

Their "bargains" have disappeared since American troops moved into battle in Korea. Prices have gone up on the stocks on their shelves. The price-cutter realizes he can make a profit now without the bait of the "loss leader." He doesn't have to lure customers into the store on the promise of a sensational bargain, and then to make his profit by selling the customer other merchandise on which he makes more than a normal markup. He's no longer weeping with crocodile tears for the down-trodden consumer; he's selling him, and charging all the traffic can bear.

Every American has noticed that prices have gone up, in some cases

spectacularly up. They should also know that fair trade prices have held the line. The Bureau of Education on Fair Trade has just completed a telegraphic survey of 300 manufacturers in 12 fields in which fair trade is prevalent. These manufacturers, with remarkably few exceptions, note they have not raised fair trade prices and will not unless forced to do so by substantial increases in material and labor costs. A few manufacturers have been required by circum-

stances to make some upward adjustment in their fair trade prices.

It is becoming increasingly clear that fair trade prices are stabilized prices—which is good for the consumer, the distributor and the manufacturer. They are as stabilized as the price of "35 cents" which appears on the front cover of SALES MANAGEMENT. And they are stabilized for precisely the same reason that SALES MANAGEMENT — and every other publication, and every automobile manufacturer—wants resale price maintenance.

The manufacturer or the publisher effects resale price maintenance to (1) protect the property value of his trade-mark; (2) to preserve his distribution. Mass production in the automobile industry never would have been possible without mass distribution. Mass distribution never



RING FOR THE ICE!

Crosse & Blackwell Co., Baltimore, is utilizing a unique dual-bottle idea for its cocktail line. The Gibson Martini is packaged with onions, the standard Martini with olives and the Manhattan, the Old Fashioned and the Tom Collins with cherries. The package was conceived by Crosse & Blackwell engineers and produced by the Maryland Glass Corp. Maryland Glass personnel also cooperated in working out the details. The Cel-O-Seal was supplied by the Armstrong Cork Co. The E. B. Read Co. made the bottle labels and the cartons were manufactured by the Eastern Box Co.

Introduced only this spring, the market acceptance of the package has far exceeded Crosse & Blackwell's expectations.

would have been possible unless businessmen were willing to become dealers. They would not have been willing if automobile price-cutting had been prevalent because they would not have cared to risk their capital without some reasonable assurance of a profit under efficient operation. It's as simple as that.

There are people who look upon fair trade as some isolated phenomenon in American life which was made possible by the alleged pressure tactics of independent retailers. That sells short the legislatures of 45 states which, beginning in 1945, enacted fair trade laws. It sells short the United States Supreme Court which unanimously upheld the fair trade laws, as well as the 16 state Supreme Courts which have done likewise over the years. (Only one Supreme Court, that of Florida, has found the fair trade law of its state unconstitutional.) Moreover, this convenient isolation of fair trade overlooks the fact that there are other legal bases for resale price maintenance, and that these other bases have been employed by manufacturers for many more years than fair trade has been in effect.

Even in the case of electrical ap-

pliances, which recently received wide publicity because of price-cutting, the significance of one distributor going off fair trade has been missed. The fact is that most manufacturers in this field are seeking some effective method of maintaining resale prices; some operate under fair trade, others have turned to exclusive franchise arrangements or consignment selling. I state categorically that if fair trade is not in the public interest, then neither is resale price maintenance under any other legal form. And you can be sure that the friends of fair trade will make this point as firmly as they can whenever and wherever it is necessary to do so.

A Public Issue

We recognize that fair trade is today a public issue. Full and free and fair open discussion of it is healthy for society. Let's look at a few of the assertions and questions opponents of fair trade set forth.

First, what is fair trade? It's a law which recognizes that the owner of property has a right to protect it against damage. The law holds that predatory price-cutting can damage

the property value of a trade-mark and it gives the owner of that mark the right, through establishment of a minimum resale price, to protect his property from damage. He doesn't have to exercise that right, if he doesn't want to; many do not. He may not exercise that right unless his product is in free and open competition with products of similar class produced by others. But the law does not require a retailer to carry his fair-traded merchandise, nor does it force the consumer to buy it. Any retailer who feels his style is cramped by fair trade can simply discontinue carrying such merchandise, and any consumer who feels the fair trade price is too high can turn to other competing merchandise.

We have demonstrated that prices of fair-traded drug items held the line during World War II. So opponents counter that fair trade prices were too high to begin with. Too high by what standard? In the drug field, prices in 1939, under fair trade were 1% lower than prices in the pre-fair trade depression era when there were no legal restraints of any kind against the unfair competition of predatory price-cutting. Is it be-

WBT is number



CO

MB S

ing suggested that the free choice of the consumer, as regards quality and price, should be discarded and that what the consumer should get as to quality and pay as to price?

Why do fair-traders spend so much for advertising, it is asked? They spend that much to establish and to maintain a consumer franchise for their brands. They know that advertising will help them to win a national market—even though they also know that, once having established a national market for a type of product, private brands will move in. That competition is welcome.

And speaking of advertising, hasn't it occurred to the reader that there is something exceptional about loss-leader advertising? Actually, the price-cutter advertises his loss leader *not* to increase the sales of that particular article, but only to bring traffic into his store. That may be smart advertising, according to some criteria. We think it is false advertising because it brings the consumer into the store under false pretenses. No retailer who prices *all* his merchandise in accordance with his loss leader standards can long stay in business. He gets quite a markup on the other items which experience tells

the retailer the consumer will buy once she steps beyond his threshold. We've been doing a bit of shopping on this lately, and you'd be surprised to learn that on the very day that certain loss leaders were offered by certain price-cutters, these price-cutters had as high as an 800% markup on other items which they hoped the customer would also buy.

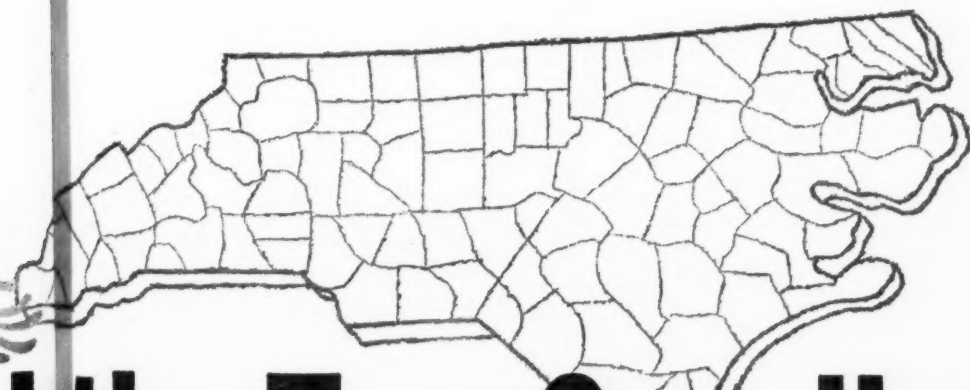
One-Price Policy

It seems to me that certain retailers cannot accommodate their thinking to fair trade because they resist any change. They believe that the retailer should be the sole price arbiter and that they should have the right to exploit anybody else's good name for their exclusive profit, whether or not such exploitation may injure that good name. They are the same retailers who resisted the enlightened pioneering of retailers like John Wanamaker who, after the Civil War, preached the doctrine of "one-price-to-every-customer." Before that, every customer paid as little as he could get away with, or as much as the retailer could haggle out of him. No reputable retailer would operate in that

manner today. Moreover, the chain retailer today charges the same price for a given item in all of his outlets, despite the varying operating efficiency which they surely have. That, too, is stabilized pricing.

Yes, we're for fair trade. We're against the unfair competition of superior dollar power exercised in a price war. We're for the maintenance of hope that even the little fellow, assuming he knows how to operate, can dare to get into business for himself, rather than hire out as an employe of big retailing. We're for big retailing, but we're also for small retailing. We're not against chains, but we'll fight against extinction of the independents by dollar power.

The American people will not permit free enterprise to continue, if that enterprise is concentrated in relatively few hands. The 2,000,000 retailers of the United States constitute one of the great bulwarks of our free enterprise system. Resale price maintenance, under whatever legal basis, protects them only against unfair price competition. They still have to be good merchants to stay in business. Most of them are that, slander to the contrary notwithstanding.



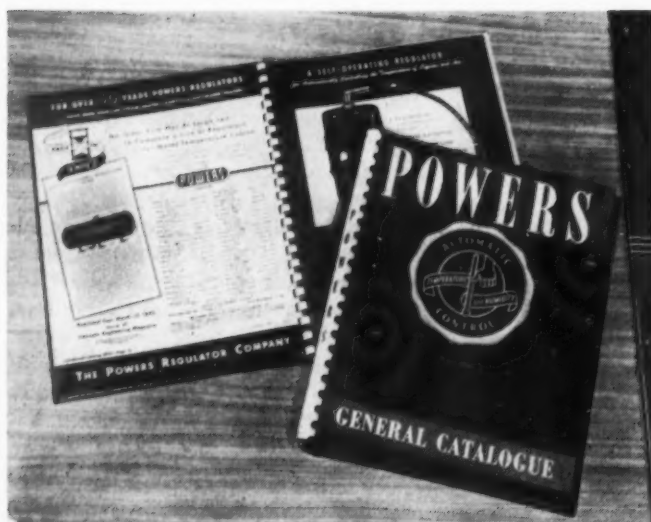
in the Two Carolinas...

*...with 32% more listeners in North and South Carolina combined than the next largest Carolina station.**

try WBT for size!

Jefferson Standard Broadcasting Company • 50,000 watts

Charlotte, N.C. • Represented by Radio Sales



PROSPECT'S VIEW: The Powers Regulator catalog always is up-to-date. New products, new features and new prices are easily inserted into this spiral-bound catalog, and obsolete sheets quickly removed.



HOW IT'S DONE: In the Powers Regulator sales office, a girl assembles catalog sheets in any order desired and binds them on the spot with a new device which gives a professional appearance.

Need Up-to-the-Minute Catalogs? Powers Regulator Binds Its Own

Loose catalog sheets with latest product and price information are quickly assembled in the Powers office for its full or partial-line customers. Salesmen deliver fresh catalogs, pick up old ones. Result: Catalogs are never obsolete.

The Powers Regulator Co., Chicago, edging its 60th year in a highly specialized field, came out of World War II with a problem on its hands. Powers is a manufacturer of thermostatic controls for heating, ventilating, air conditioning and industrial processes. Its business prospects cover many fields, a few being meat packing, photo-developing, metal finishing, textile processing, etc. Too, contractors and architects, planning production and construction, often specify Powers equipment. Again, immediately after war's end, the company was expanding its line swiftly, adding items, redesigning to keep in step with peacetime trends, and price changes were coming fast.

Because of all this some customers wanted a big, general catalog while others needed small, specialized catalogs containing only certain items. Such catalogs simplified selection, reduced the element of confusion, and saved the customer time. This demand, coupled with the many

price and product changes, made it especially difficult to put up-to-date catalogs into the hands of salesmen and customers. Permanently bound catalogs were out-of-date in part before they left the bindery.

Miss L. E. Roberts, with Powers for 24 years, assistant to the general sales manager, office manager, a sort of general utility fielder and a woman who talks in technical terms like an MIT prof, was given the task of solving the stubborn maze that led to how-to-do-it.

"Our problem was to adopt a style of catalog that could be economically produced, one that would avoid unnecessary waste of printed material," says Miss Roberts. "We wanted a catalog that could be placed in the hands of salesmen faster. The obvious solution was a form of binding that would permit the use of loose sheets which could be assembled in the company office as needed.

"Architects, engineers, contractors

and draftsmen, working from product source information, need catalogs that will lie flat and stay open on their drawing boards or tables. We found what we wanted, finally, in a plastic binding used in conjunction with a portable punching machine and binding machine. We got everything we wanted, plus lower cost of catalog production."

The Powers Regulator Co. maintains 45 sales offices in the United States and one in Hawaii. The Powers Regulator Co., of Canada, Ltd., subsidiary, has seven offices north of the border. Some 3,600 large catalogs, plus perhaps 2,500 smaller ones, go to these sales offices each year—but not all at once. Not more than two or three hundred will be sent out at any one time. The purpose of this is to keep them from going out of date before delivery to the user.

New Catalogs for Old

When the various salesmen make their calls they carry with them the newest catalogs. Catalogs in the hands of customers are checked and picked up, if old, and new ones are substituted. Powers management has not found it practical to send out individual sheet changes for substitution by customers because they neglect to make the substitutions in the catalogs. Then too, because the cost

WHEN YOU



THINK OF RETIREMENT
THINK OF

FLORIDA

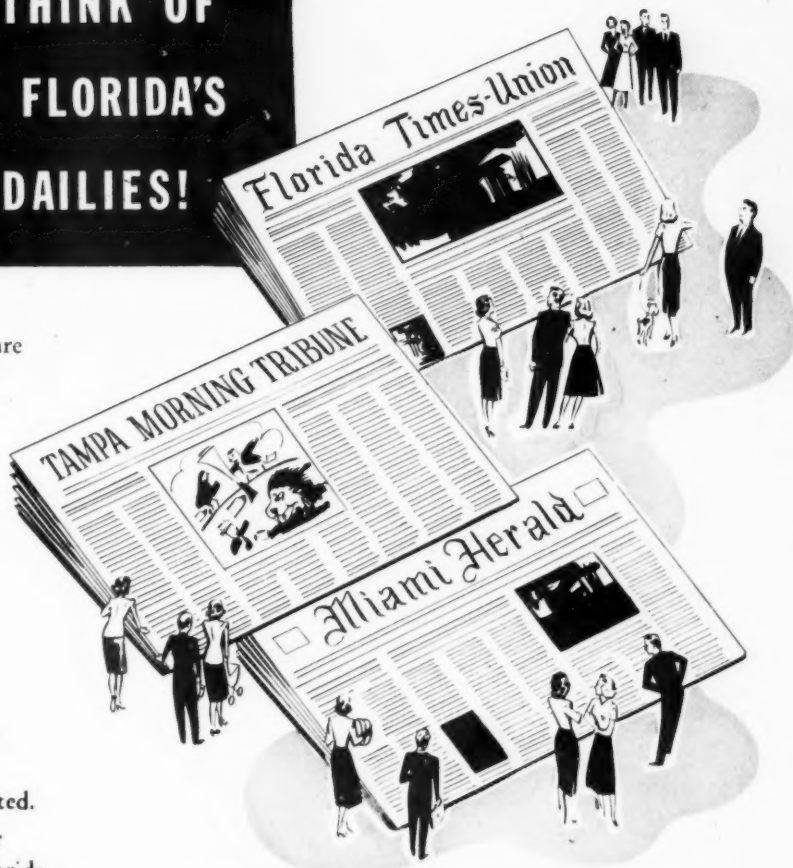
and.. WHEN YOU THINK OF
**FLORIDA-THINK OF FLORIDA'S
THREE BIG MORNING DAILIES!**

Since 1940, a total of 574,155 people have moved to Florida from other states. This figure includes thousands of families who came to the Sunshine State to retire . . . to benefit by Florida's sensible tax laws that are kind to fixed incomes; to enjoy its mild climate that invites healthful outdoor living all year 'round. When you think of retirement, think first of Florida.

And when you think of sales in Florida, think first of Florida's three big morning dailies. These three morning newspapers give you family coverage where it counts — in Florida's three major markets and their rich trade areas where 78 percent of Florida's effective buying income is concentrated.

You reach the bulk of Florida's buying power — and at lowest cost — when you use the Florida Times-Union in Jacksonville, the Miami Herald and the Tampa Tribune.

And remember! Florida's population represents a true cross section of the United States. To sell it to America, test it in Florida.



FLORIDA TIMES-UNION

Jacksonville • National Representatives • Reynolds-Fitzgerald, Inc.,

TAMPA MORNING TRIBUNE

National Representatives • Sawyer-Ferguson-Walker Co.

MIAMI HERALD

National Representatives • Story, Brooks & Finley, Inc., A. S. Grant, Atlanta

Lowest Cost

Coverage in

Florida's Top Markets



SEPTEMBER 1, 1950

of the catalogs is kept low by this method, it is less expensive to leave a new one, picking up the old, than it is to have salesmen running around and switching pages. The salesman's time is too valuable for that.

If a customer writes in saying, "My catalog has become obsolete," or intimates in any way that it is not up-to-date, a new one goes to him immediately. When it goes out it is revised up to the very date of mailing. Not a single price and not one specification in it is incorrect as of the day of mailing.

"In getting away from the conventional type of binding," says Miss Roberts, "we save on the cost of the cover; we save on manual labor; we get the lay-flat binding we so much desire, and we get our on-the-spot binding which means we don't have to bind, stock and store catalogs that may be fast going sour through age. We do not need skilled labor. Mostly, we use high school students who do the job on fill-in time.

"The work of assembling a run of catalogs is simple. We merely lay out the sheets we want to go into it,

in any number desired. Any worker, no matter how unskilled, after a couple of minutes of instruction, can gather and assemble them. Punching and binding tools are so simple that a grade school child can master them in a few moments. In laying out a run for binding the desired number of each sheet is laid out in compartments on a rack. This leaves nothing to the memory of the worker. The assembly becomes mechanical."

Powers sales last year were the largest of any year in the history of the company. This increase in business, of course, increased sales activity which in turn created demand for more catalogs and bulletins—and that meant shorter life for the catalogs. Constant changes in bulletins made it necessary to substitute catalogs at short intervals. Increasingly, there has been need for more special books for special customers.

The complete substitution of a new catalog for an old one, too, has an important psychological effect on the user. "Who can look at an old, scuffed, weather-marked, dog-eared, dusty catalog," says Miss Roberts, "and say to himself, 'The information in this is new and up-to-date.' We all use a bright, new catalog with more confidence and satisfaction."

"A salesman must keep his eyes open. Diapers on the clothesline mean a baby in the house. A kiddie car on the veranda means an older child. A bicycle means a growing boy. A dilapidated roadster in the driveway, lettered with numerous wise-cracking signs, means a boy in college. Each of these is a valuable contact point to reach the parents."

"The Knack of Selling More"
by Burton Bigelow

Binders and punching and binding units used by Powers are manufactured by the General Binding Corp., Chicago. The plastic binding comes in a variety of colors, to individualize the bindings, and in lengths which are cut to fit any size book, up to 16 inches. The punching machine weighs only 20 pounds and the binding machine weighs 15 pounds. An average girl, after short training, can bind from 150 to 250 average books per hour.

PEORIA JOURNAL STAR

Daily Net Paid Circulation

NOW EXCEEDS

**100
Thousand**

Covers all **PEORIA AREA**

National Representatives . . . Ward-Griffith Co., Inc.
Offices in Principal Cities

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

213—Cost of Keeping Salesmen in the Field Rises 12-13% Since 1947. (Price 10c)

212—Who Killed Waltham? by Lawrence M. Hughes. (Price 25c)

211—Will Sampling Techniques Work for Industrial Sales Research? by Francis Juraschek. (Price 10c)

210—A Portfolio on Point-of-Sale Merchandising. (Price 50c)

209—Our Salesmen Can Design Tools, But They Sell Profits, Not Machines. (Price 10c)

208—Trouble Spots in Sales; How We Localize and Cure Them, by Sumner J. Robinson. (Price 25c)

MARKETS

207—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

192—ABC's of Market Indexes and How to Apply Them to Sales Problems, by Richard D. Crisp. (Price 35c)

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where To Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Including tabulation of Los Angeles buying offices.) (Price 10c)

MANPOWER PROBLEMS

200—No More Company-Owned Cars For Sterling's 600 Salesmen, by A. B. Ecke. (Price 10c)

199—Ten Lessons in Speech Training For Executives and Salesmen, by Dr. James F. Bender. (Price 35c)

198—Sales Force Teamwork: How Can You Inspire It? by Eugene B. Mapel. (Price 5c)

197—Death of Many Salesmen, by James S. Arnold. (Price 10c)

196—The Shortage of Key Men: What Can We Do About It? by Marvin Bower. (Price 25c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

189—Hunch & Prejudice in Hiring: The Crux of Manpower Failures, by Robert N. McMurtry. (Price 10c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard D. Crisp. (Price 25c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 75c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 10c)



*... in Retail Sales Gains - and
1st in the South's Leading State!*

IN NORTH CAROLINA the Growing Greensboro Market provides the people and the payrolls to give you the NINTH MARKET IN THE NATION* in percentage of increase in retail sales, 1948 over 1938, with an increase of 288% . . . The GREENSBORO NEWS and RECORD is alone in the efficient coverage of this rich, productive, 12-County market that accounts for 1/5 of North Carolina's total retail sales!**

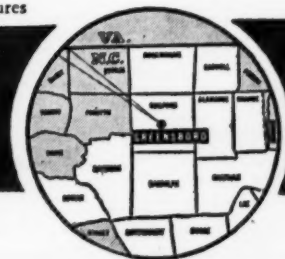
*70% coverage of the Greensboro 12-County ABC Market—
and selling influence in half of North Carolina!*

*Modern Industry Magazine

**Sales Management Figures

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



MEMO to Space Buyers

Better Than Charts and Surveys

Mail order copy pays off in Foreign Service, the V.F.W. magazine. Scores of unsolicited advertiser testimonials, and scores of repeat ad accounts, tell the significant story better than charts and surveys.

When keyed copy pulls like this, you can't ask for better proof of readership that produces over-the-counter sales for your dealers.

WRITE TODAY FOR FREE SAMPLE
COPIES OF LAST THREE ISSUES

Foreign Service

THE V.F.W. MAGAZINE

Dan B. Jesse, Jr. & Associates, Inc.
Advertising Directors
10 East 43rd St., New York 17, N. Y.

We publish two good newspapers
...they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of Station WHAS and Station WHAS-TV
337,851 DAILY • 265,610 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM COMPANY

Crosley

(Continued from page 39)

cinnati in May, 1949, all the factory salespeople, including secretaries, attended. Many of the girls remarked that this man Blees was the first executive they had known who realized that, "even though they were 'only secretaries,'" they were as concerned as their bosses with the success of the convention and with the plans developed from it.

The reorganization and development of sales functions at Crosley are shown in several charts.

One is Crosley's top management, under John W. Craig, division manager—including, among others, William A. Blees, g.s.m.

But under Sales alone are four charts, all with Blees at the top:

Crosley's Setup

No. 1 shows four assistant general sales managers: M. R. Rodger and C. W. Kirby, respectively for western and eastern divisions; R. K. White, for sales promotion, shows and exhibits, sales training, and home economics; V. C. Havens, for advertising and public relations. Also on their level are H. A. Newell, general service manager, and D. C. Lynch, export director.

Listed below are product managers (and sometimes also product sales managers) for refrigerators, radio and television, freezers, ranges, water heaters, kitchen equipment.

Chart No. 2 shows the geographical breakdown, under Rodger and Kirby, of the 10 regional managers. Each works with from six to 10 distributors, and is assisted by a regional representative for refrigerators and freezers, for ranges and water heaters, television and radio, kitchens and (contacts with) builders, and for business management. Each regional manager also has an office manager, a home economist, sales promotion manager and regional service manager and technicians.

A third chart covers eight staff managers. Chart No. 4 covers various service functions supervised by Newell, who reports to Blees.

Blees also supervises American Central Division's sales, where his general sales manager is F. F. Dugan, formerly with Deepfreeze. But otherwise American Central and Crosley have separate sales and distribution setups.

Nearly all of the functions on the charts in 21 months have been launched or expanded.

Most of the men on the charts, Bill Blees explains, are "young fellows—under 40—with good experience in their fields, who have been held back in their former companies by 'seniority.' They've 25 years or more of executive life in them. Four veterans (White, Havens, Rodger and Kirby) and I are training them."

Havens was with Blees at Convair and B-O-P, and Chevrolet. White and Kirby also are General Motors graduates. Rodger served Bendix Home Appliances, and previously had a lot of experience selling appli-

START YOUR CROSLY COMPLETE KITCHEN WITH CROSLY'S ADD-AN-ITEM PLAN — And Choose Your Favorite Cabinet-Top Color!



It's fun to start your new kitchen with a Crosley kitchen. And the fun starts with the first item you add to your kitchen. The first item you add to your kitchen is the first item you add to your kitchen. The first item you add to your kitchen is the first item you add to your kitchen.

Easy to continue!

Now choose your favorite color for your kitchen. The first item you add to your kitchen is the first item you add to your kitchen. The first item you add to your kitchen is the first item you add to your kitchen.

Finishing when complete!

Now choose your favorite color for your kitchen. The first item you add to your kitchen is the first item you add to your kitchen. The first item you add to your kitchen is the first item you add to your kitchen.



"ADD-AN-ITEM PLAN" — The expanding Crosley line of kitchen equipment will be promoted as part of a \$3.5 million campaign in magazines, newspapers, television and other media this fall, through Benton & Bowles, Inc. Crosley also will step up advertising efforts to back its TV receivers.

ances for utilities—a branch of appliance retailing which Crosley has just begun seriously to develop.

Among other contributors of members to the new Crosley team are Frigidaire, Hotpoint, G-E, Westinghouse and Deepfreeze.

"It's a fine team," Bill Blees says. "Not smooth yet. But it's coming along. . . ."

(Crosley's new general sales manager soon found he hadn't much time for golf or gin rummy. Mrs. Blees realized she wouldn't see much of him, either. She just checks in with him now and then.)

Early, Bill Blees set out to convince Crosley's own people that they could be big.

"Then, before I really had a chance to get grounded in Cincinnati, I presided at my first Crosley distributor convention. I told them some of my thinking and some of our plans.

"To phrase it mildly . . . the distributors were skeptical. For a new guy—a relative newcomer in these two tough industries of electronics and appliances—to talk about putting an outfit like Crosley first, above GM and G-E, seemed sort of silly.

Pep Talks

"I told them I'd never been with a company that wasn't first, second or third. There was no law against Crosley becoming first. But we all had to start thinking in those terms. (Voices could be heard saying 'He's nuts!')

"Then I told them that, from my own experience I wasn't inclined, either, to believe all the large projections of *any* sales manager—including me.

"But I asked them to withhold judgment for six months: 'Give us the benefit of the doubt. Give us a six-month reprieve. . . .'

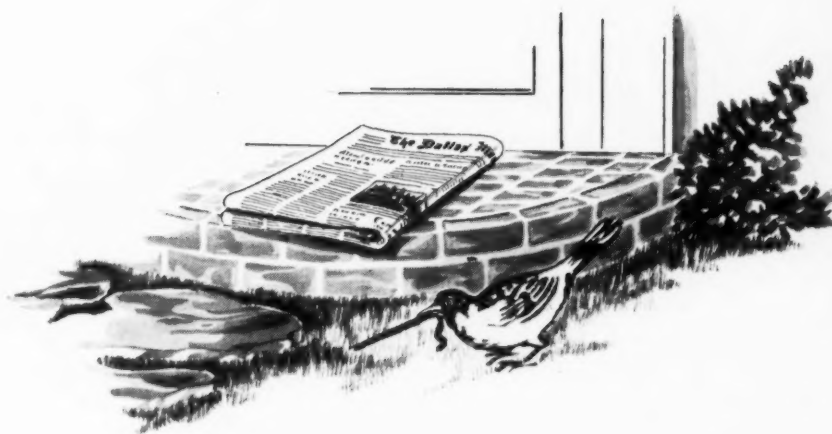
The distributors, however, were on trial, too. In Crosley's setup distributors appoint and supervise dealers. Blees went out to develop distributors who would follow through to the consumer. Some were merged with or replaced by others.

The essence of all Crosley's thinking is to get products sold to consumers. On every sales desk is a card: "If it won't make a retail sale, forget it."

Blees set out to sell the dealers. In his first seven months he flew 40,000 miles to talk to them.

"We then had 5 or 6% of the refrigerator business," he says. "Emanuel wanted 10% of it.

"I tried to capture the dealers' imagination. I wanted to be humble,



It's the early paper that gets the sales

IN THE RICH DALLAS MARKET

The Dallas News reaches 229 cities and towns of Texas' rich 72-county area at breakfast time. Twenty percent or more of all white families in 208 of these communities subscribe to The Dallas Morning News.

Over 40 percent of Texas' population and net effective buying income is in this area. Leading Dallas merchants say 40 percent of their business comes from outside Dallas County.

That's why a bright and early sales talk is important. That's why Dallas News advertising gets results! It gets there before these shoppers start out for a day in Dallas!

**More people buy The Dallas News . .
more people read The Dallas News
than any other Dallas Paper.**

The Dallas Morning News

CRESMER & WOODWARD, INC., Representatives

New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles

★ RADIO-TELEVISION STATIONS WFAA ★ TEXAS ALMANAC

but to create confidence. These dealers—like the distributors—also handle Frigidaire, G-E, Kelvinator or other lines. Some of them then handle two or more competing brands. A lot of them didn't care, then, whether they handled Crosley or not.

To them Blees didn't stress the first-place line. Instead, he said:

"Here's an outfit called Crosley, which gets 5 or 6% of the refrigerator business. We'd like to boost our share 2 or 3%. We'll take some of it from the big fellows. They would

hardly feel it. We'll create some of it. But this 2 or 3% more of total will increase Crosley business 50%.

"In the process, we'll do more to help you increase your Crosley sales.

"Always, we'll consider your interests first. We'll give you more and better promotion, more help of all kinds. We won't 'load' you with more products than you can sell. We won't change models on you suddenly, in the middle of the stream.

"If we should ever try to do anything like that, you quit us."

Then Blees let the dealers in on a "secret":

"You can determine for yourselves when we've begun to amount to anything in this business. It's quite simple: Whenever you go to a GM or a G-E or a Kelvinator meeting and hear *them* talking about Crosley!" . . .

The next step was to get Crosley talked about.

"You might say we set a trap for our big competitors. We began to needle them to make them talk about us. We spread rumors. The Frigidaire was old-fashioned. To get into a Kelvinator a woman has to get down on the floor and tear her stockings. The G-E was . . .

"Before long, Frigidaire and Kelvinator managers were going *together* to each other's meetings to tell dealers not to let Crosley get away with such things. They ganged up on us.

"The dealers were duly impressed—with Crosley."

Firm Supply Lines

But long before that Crosley was developing solid procedures not only to help distributors and dealers sell more, but to keep a closer grip on their operations.

New departments started at Cincinnati in Blees' first six months included not only sales training and display but business management, sales forecasting and inventory control.

Bill Blees believes that over-production is industry's worst troublemaker. One of his earliest steps at Crosley was to get distributors to report their requirements weekly. He urges distributors and dealers to hold inventories to a 30-day supply.

Crosley itself, since last August, he points out, "has never had more than a *three-day* inventory of refrigerators. We were the only manufacturer that did not cut prices or lose any production last year.

"If conditions change, we can change to meet them in five minutes."

Before 1,500 members of National Electrical Wholesalers Association at Cincinnati in May, 1949, Blees observed his "six-month anniversary" with Crosley in a talk on "Working with Dealers for Profits."

He could boast then that March sales were 49% ahead and April sales 67% ahead of parallel months of 1948.

He described the sales control and sales forecasting systems developed with distributors, and developing to a less extent by distributors with dealers.

"Helping dealers properly manage

SALES MANAGEMENT

Since 1940 . . .

The Buffalo Market has grown

11-1/2%

in population



The Buffalo Evening News has gained over 35% in circulation



● Sell the News readers

● and you sell the

● WHOLE BUFFALO MARKET

OVER 1,440,000 PEOPLE

BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
National Representatives

WESTERN NEW YORK'S GREAT NEWSPAPER

their business," he said, "is the most difficult job that any company can undertake. But in the long run it will pay greater dividends. What is the use of spending large sums of money with dealers, in training them, teaching them how to be good sales managers, promoting the business with heavy expenditures for advertising, if the dealer is to go broke, and you have to start all over again to teach another dealer?"

Among other things, he showed that "your wholesale men who are calling on dealers must . . . become 'retail salesmen.' It won't do them any harm to make a retail sale once in a while."

To help distributors' district managers help the dealers, Crosley started last March its "most intensive and comprehensive sales training program" for these managers. Three-day sessions were held in each of the 10 regional office cities. The sessions covered organization, financing, advertising, promotion, service, business management, and product knowledge.

In June the talks at these sessions were put into a booklet, "If I Were a District Manager." Copies were sent to distributors for each of these men.

The "five essential things" which the district man should accomplish in every store in his territory are: Educate, equip and cultivate the retail salesman; "create activity in the store" with Crosley promotions and promotional material, and "identify the dealer with Crosley."

"Identifying the Dealer"

Meanwhile, early last year, Crosley already was holding "On to Havana" and "Fifty-Fifty" contests for distributors' district managers, and a window display contest for dealers.

Among dealer aids developed are singing and animated ranges and refrigerators, and a "40-inch yardstick." (Crosley ranges are 40 inches wide.)

Bill Blees turned publisher. In his first month at Cincinnati he started for distributors "The Crosley Record," a monthly, standard-size, coated stock newspaper. It emphasizes: "When your dealers sell at retail—selling at wholesale is easy." The front page carries a monthly message from Blees; a two-column picture report of "leaders" and "also rans" among the 10 regional managers (the former looking happy, the latter very glum) in their month and year standings for all nine Crosley lines; and current refrigerator standings in rank and per cent of quota, of the 16 largest distributors.

Several distributors are now doing 200% or more of quota.

Inside pages give tables, with pictures of the top 10 in each, showing the month and 1950 standings of distributors in each line.

"To help dealers sell more at retail," the division issues the monthly "Crosley Sales News," in tabloid newspaper format, on coated stock. Typical banners and headlines report the launching of the sales training program, of a monthly prize contest on the "best story of a sales-producing plan," and the localized progress of such programs as the "Meet-the-User" contest—to get present owners of some Crosley products to buy more of them.

"The News" carries stories of sales by alert and resourceful dealers; tells Crosley news ("Shelvador wins Fashion Academy gold medal."); reproduces "sales aids that mean business." This year it published and explained serially—five at a time—"20 good reasons why you should sell the complete Crosley line."

And here, too, each month, Bill Blees signs a personal message to Crosley's 15,000.

From headquarters pours a constant stream of bulletins, brochures, booklets and whatever on such subjects as "the importance of contacting utilities and Rural Electric companies for range and water heater business." (Crosley began recently its first large-scale effort to attract utilities as appliance dealers.

Then there's a "Crosley Family Album" booklet on the whole line (and a broadside of promotional material for each member), and a list of locker plants, broken down by territories, for distributors.

Crosley tells them: "Most of our competitors franchise . . . locker plants and farm implement dealers, besides their full-line dealers on freezers. With our complete line of freezers, we are in a position to offer more . . . than any other competitor."

Six million people using lockers



also own kitchen freezers.

Bill Bles believes that most advertising campaigns "die as fast as yesterday's newspaper. Even big campaigns succeed only temporarily in holding volume.

"Today, the American mind will react only to *shock*."

He sought a campaign to shock America into Crosley action.

The result was last fall's "\$2-million giveaway." It shocked sufficiently to rate a picture story in *Life*,

and the full treatment by *Fortune*, *Newsweek*, *Pathfinder*, *Business Week* and a lot of others. It won for Bles from the Los Angeles Chamber of Commerce a special award of marketing merit "for his imagination, daring and merchandising skill, which are making a laudable contribution to American prosperity."

It also sold refrigerators.

The giveaway was Bill Bles' baby. His reputation, and maybe his job, rested on it.

But by July, there seemed hardly time to get it going by September.

Then, it was almost too daring.

In addition to the \$\$\$ involved (And in New York's Hotel Commodore Crosley actually had pretty girls put 40 packages containing all \$2 million in \$1 bills into a super-Shelvador.), he was going to reverse the calendar, if not the climate, and make the fall the advent of the refrigerator sales season.

And instead of being "smothered by competitors" early 1950 advertising, Crosley would get a fairly clear field.

In February he had asked the engineers if they could possibly give him new models—"really improved new models"—by September. "The engineers," he says, "came through by doing in seven months what normally takes 10 to 24."

The capacity of the refrigerator plant at Richmond, Ind., was stepped up. Ranges—formerly two models—became a full line in the hands of the Nashville division . . .

In July Crosley finally decided to hold the big give-away. "Need I say that it worked?" Bles asked. "It worked." It worked inside and out.

"But there are penalties of progress.

"First, the product had to measure up. The more people the contest brought into dealers, the more we had to have the best. We urged dealers to show their prospects *all* the brands and models they might carry. "Crosley did all right, by comparison."

Gossip Helps

Meanwhile, Bles says, competitors were helping by stepping up the degree and tempo of their damming:

"1. That guy from the automobile business can't sell refrigerators."

(Bles: "We could have sold 20,000 more last month than — even with our increased capacity — we were able to build.")

"2. Trying to sell refrigerators in the fall is like trying to sell straw hats to Eskimos."


(Bles doesn't pretend to know much about the haberdashery habits of Eskimos. But in the last four months of 1949, sales out-stripped production capacity by 100,000.)

"3. Two million dollars! They'll go broke."

(The \$2 million was the *total* retail value of awards in Crosley products, given away by the factory, distributors and dealers—each dealer providing one 1950 Shelvador locally in a contest of his own. Crosley itself gave 125 major awards of Crosley products, plus a total of \$20,000

WORCESTER'S WONDROUS TWINS

1. high buying power



See What's
Going Up
in
Worcester!



All over Worcester County new construction continues to go up. Total construction contract awards for the first five months of 1950 amounted to \$15,743,000 — 55% above the total for the same period in 1949. Residential contracts alone in these months rose 58% above the similar 1949 period.*

2. intensive newspaper coverage

Build up your sales to this active, ever-growing market through consistent advertising in the Worcester Telegram-Gazette, the newspapers that blanket the area. Daily circulation in excess of 140,000.

Sunday over 100,000.

*Source: F. W. Dodge Corp.



The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS
GEORGE F. BOOTH Publisher—
MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES
OWNERS of RADIO STATION WTAG

in cash, to grand prize winners nationally.)

Crosley's own expenses in the contest were:

Advertising	\$679,258.45
Prizes	444,431.35
Sales literature	151,434.87
Reprints, Hoovenized letters, etc.	19,805.14
Publicity	16,837.90
Postage	3,310.11
Salaries (for extra clerks) ..	2,895.04

Total\$1,317,972.86

And when the contest was really rolling:

"4. Crosley got all the breaks."

(Blees thinks they forgot about last fall's coal and steel strikes.)

Six thousand dealers took active part. Eighteen thousand people were brought into the Crosley picture just to judge the local contests. More than one million people went into dealers' stores and gave "in a few simple words a reason why he should be given a new 1950 Shelvador."

One reason was: "My wife just had triplets."

Moving Ahead

Crosley captured sales and recognition. Increasingly, it is moving into many top dealerships which previously had handled competitors' lines exclusively. Recent additions, for example, include Hecht Brothers, Baltimore; Famous Stores and May Company, Los Angeles; Good House-keeping Shops and J. L. Hudson, Detroit.

But Bill Blees believes there's business to be gained without always robbing the other fellow.

For example: "7,750,000 wired homes are still using old-fashioned ice-boxes." And there's a big market for replacement of present mechanical refrigerators — specifically, because of "lack of frozen food storage space," 26.4%; present refrigerators "worn out," 23.1%, and "too small," 22.5%, and other reasons.

Although electric ranges are now being sold at a one million-a-year clip, they're still being used in only 18% of more than 30 million wired homes. In fact, 8.5 million wired homes still don't have either gas or electricity for cooking. . . .

As for television. . . . Well, Crosley (with production-sales controls operating full force) has just stepped up its television receiver capacity from 18,000 to 60,000 a month, or from an annual rate of 216,000 to 720,000. . . .

"I believe," Blees says, "that sales volumes in the United States will remain extremely high. Business should be good for all factors who know how to get their part of it, and who don't get caught off base when

somebody makes an unexpected move.

"One major fallacy is to compare business conditions today with the 1935-39 period, as the 'normal index years.' We've changed our 'normal' a lot since then. For example, we have 20 million more people, earning collectively more than twice as much.

"A truer index period would be 1946-48.

"One other thing: Assume we follow our present political and financial policies, we can't have a major

depression in this country. We're living in a new economic and political climate. The country is so strong that even a \$5 billion government deficit causes scarcely a ripple."

But the fact that there are 150 million prosperous buyers, Bill Blees concludes, "doesn't of itself help the individual manufacturer or distributor or retailer. He's still got to develop ways to sell them—even if he has to push a few competitors around in the process!"

Do you know how much SAN DIEGO spends for "general merchandise"?

Syracuse, N. Y.

\$44,500,000

Des Moines, Iowa

53,312,000

Hartford, Conn.

57,733,000

Louisville, Ky.

64,002,000

Dayton, Ohio

55,119,000

Omaha, Nebr.

48,893,000

San Diego County, located at the Southwestern tip of the United States, is the MOST IMPORTANT CORNER in the U.S.A. You can judge the SIZE of the San Diego market by comparing general merchandise sales with other cities.

San Diego is an isolated market, 125 miles south of Los Angeles, 33 miles greater than the distance from New York to Philadelphia. San Diego has its own wholesale and jobbing channels. It takes local selling to sell San Diegans.

Just one newspaper buy...the San Diego Union and the Evening Tribune...concentrates your advertising dollars...and covers this busy MAJOR market thoroughly...at low cost.

Ask the West-Holliday man.



SAN DIEGO, California
\$53,776,000

Above figures from S.M. 1950 Survey of Buying Power represent the combined data on Dept. Stores, Dry Goods Stores, Variety Stores and General Merchandise Stores with and without food.

San Diego
UNION and EVENING TRIBUNE
Morning, Evening and Sunday
in California's New Major Market

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.

New York • Detroit • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles

IF (Continued from page 36)

representing the advertiser, the agency and the media banded together to form the War Advertising Council. So successful was this organization in proving that advertising could be employed to render a service to the nation that it was continued in peace time under the name Advertising Council. Secretary of the Treasury Snyder credits the advertising inspired and created by this organization with being the single greatest salesman of untold billions of dollars' worth of E Bonds, and the Council has further distinguished itself during war and post-war years in various recruitment drives, Red Cross, safety, "united America" and a host of other campaigns in the public interest.

Through close cooperation with government agencies, it keeps its pulse on the kind of public service advertising most needed now, and task teams of advertisers and agencies prepare campaigns with no compensation other than the genuine satisfaction of knowing that they are helping to meet the country's needs.

The address of the Advertising Council is 11 West 42nd Street, New York, N. Y. They will send you information on how you can help yourself by helping your country.

STOCKHOLDERS SHOULD BE INFORMED

Stockholders can be difficult, and not all of them understand why advertising should be maintained in a sellers' market. Accompanying annual reports for the year 1942, a number of companies explained the reasons back of their continuing large advertising appropriations.

"Trade names," Borden said, "are valuable assets and must be protected against depreciation. . . . Furthermore, during periods of shortage, customer problems become acute. Advertising offers a means of explaining why service is curtailed, why products are difficult to get, and how to use more effectively and economically the limited supplies which are available.

"Finally, the Government looks to business to use its advertising, in part at least, to support and explain war-time projects of public interest."

General Foods, in its annual report, pointed out that "to establish General Foods brands, trade-marks, and customer relationships has taken time, money, and an enormous expenditure of human effort. To protect them during the present crisis is far easier than it would be to rebuild them after the war. . . .

"Where we have no prohibitive restrictions on products," GF explained, "we shall advertise aggressively, because the public wants to buy good brands of food which are available. On the restricted products—although the restriction itself tends to create abnormal demand—we are advertising at a reduced level, but sufficiently to protect future brand acceptance.

"Even on the one product which we have had to withdraw from the market—Baker's Southern Style coconut—we intend to keep the name in the minds of consumers by inexpensive advertising in packages of other of our products. . . . This, we think, is a desirable protection of brand names which will represent wanted, available merchandise after the war."

Replying to criticism of some stockholders that Standard Brands, Inc., is spending too much money on advertising, the president said that "a careful study of our advertising expenditures has convinced us that we have been *underspending* rather than overspending as compared to our competition."

Standard Brands, he pointed out, is studying means of "getting more effective results from our advertising dollars. We must expect to spend more, rather than less, in the future for advertising, if we are to build up the kind of business you as stockholders have the right to expect."

Oliver Farm Equipment Co. reproduced four of its current series of farm paper advertisements in its annual report. This was done, said William S. Stinson, advertising manager, to show that "the management has adopted policies which will help our dealers and farm customers to operate as efficiently as possible under present government regulations . . . and under war conditions." It also emphasized that "the company has determined to maintain its position in the farm market for the war period, in preparation for postwar sales."

With dividend checks to stockholders, Acme Steel Co., Chicago, reproduced its current advertisement in business papers, "so that stockholders will know how publications are utilized to show the importance of their company's products in the war effort." SM, p. 66, June 1, 1943.

During the "arsenal" period the makers of heavy products were up to the hilt in defense orders but preparing for the future in copy planned to hold customers and shape consumer relations. Their problems, as outlined by Joseph Reiss in an SM article, "Industrial Advertisers Bid for Business in a Sellers' Market" (page 32, May 1, 1941) fell into

eight general divisions:

1. How to advertise—when oversold.
2. How to advertise—when operating under a government priority system.
3. How to advertise preparedness for postwar competition.
4. How to advertise substitutes for war-requisitioned materials.
5. How to advertise emergency use, tool and part substitutions, etc.
6. How to explain delays (a) in deliveries; (b) in calls of representatives; (c) when holding up distributors.
7. How to correct misapprehensions (a) when oversold—but only temporarily; (b) when ample stocks of stock material are available; (c) when immediate deliveries are possible.
8. General goodwill building.

The article analyzes how these problems were met by such companies as Bullard, Gisholt, Alcoa, Bakelite, Celanese, Pratt & Whitney, Aetna Ball Bearing, Revere Copper, and many others.

PROBLEMS OF THE INDUSTRIAL ADVERTISER

During the entire 1940-1945 period the advertising of Warner & Swasey was outstandingly effective. The company in 1940 was in the unique position of seeing its quintupled output going into the hands of about 5% of its usual customers, this 5% being in the industries which constituted the front line of the national defense program. Question: How to keep the other 95% happy—the 95% with whom the W & S field men were not coming in contact with any regularity during the emergency.

"Our field representatives are so tied up with governmental 'musts' that they can't personally reach these men, nor the army of new men that has been stepped up as lower ranks are filled rapidly. Advertising is the only way we can talk about national defense to these widely spread individuals. Its satisfactory reception proves that laying the facts on the table in advertising is best in the long run."

Advertising consisted of campaigns in general business magazines and many specialized industrial papers, supplemented by booklets and slide films—all designed to show the most effective use of W & S equipment.

WONDER WHAT A FRENCHMAN THINKS ABOUT?

By late fall of 1941 the campaign focus was shifted "to make Ameri-

NATIONWIDE PUBLICITY BOOSTS ORDERS FOR 1950 SURVEY OF BUYING POWER

Stimulated by newspaper stories and columns all over the nation, demand for copies of SALES MANAGEMENT'S 21st annual "Survey of Buying Power" has reached a new peak.

This year's press run of 18,000 provided 4,000 for extra copy orders over the 14,000 needed for regular SM subscriptions. Within three weeks of the May 10th publication date, half of this extra copy supply was exhausted and orders continue to flow in at a rate of about 300 per week. The "sold out" sign will be up before the summer is out.

Listed below are just a few of the national advertisers and agencies who have already ordered extra copies in quantities of from one to twelve each. These are companies who use the "Survey" throughout the year in their marketing operations—for setting sales quotas, allocating advertising dollars, selecting media, picking locations for new branches, and other activities requiring authoritative, up-to-date information on local markets.

Blatz Brewing Company
Equitable Life Assurance Soc.
Johns-Manville
Schenley Industries, Inc.
Maxon, Inc.
Carrier Corporation
Parke, Davis & Company
Pittsburgh Plate Glass Co.
J. M. Mathes, Inc.
Kraft Foods Company
Frigidaire Division
A. G. Spalding & Bros., Inc.
Ellington & Co., Inc.
Colgate-Palmolive-Peet Co.
J. Walter Thompson Co.
Dictograph Products
Cecil & Presbrey
The Kroger Co.
Underwood Corporation
Eagle-Picher Sales Co.
The Coca Cola Company
The Welch Grape Juice Co.
Botany Mills, Inc.
Ringling Bros. Barnum & Bailey
Caterpillar Tractor Co.

Gardner Advertising Co.
Hills Bros. Coffee, Inc.
E. I. Du Pont de Nemours & Co.
Admiral Corporation
R.C.A. Victor
Abbott Laboratories
Audivox, Inc.
J. D. Tarcher & Co., Inc.
Reynolds Metals Co.
Victor Adding Machine Co.
Swift & Company
Douglas Fir Plywood Assoc.
Lamont Corliss & Co.
Richfield Oil Corporation
Swank, Inc.
Mars, Inc.
Cunningham & Walsh
Ruthrauff & Ryan, Inc.
American Tel. & Tel. Co.
N. W. Ayer & Son
20th Century Fox Film Corp.
Ted Bates & Company
Devoo & Reynolds Co., Inc.
Hiram Walker Inc.
Bristol-Myers Company

KANSAS CITY, MO. TIMES (K) MAY 11 1950

SLIGHT STOR

Of Each Dollar, 6 for Retail Goods Report

Clipping From N. Y. WORLD-TELEGRAM & SUN

Issue of "Sales Management" of national market report as a "Lycom county" story, good news

BUYERS and SELL

By HARVEY E. RUNNELS

Family Income in Boston, Mass., Christian Science

Clipping From

MAY 11 1950

Lines & Linage

N.Y. Bulges in Buying Power; Westchester Most Prosperous

By CHARLES M. SIEVE

Advise Intelligence: you're so busy you haven't th

Clipping From PITTSBURGH, PA., PRESS

Circ. D. 265,073 S. 483,458

MAY 11 1950

1949 Retail Sales Per Family Slight Below 1947, 19

By the Associated Press

WASHINGTON, D. C., POST

Circ. D. 173,817 S. 181,72

MAY 11 1950

Baltimore Leads Nation's Family Buying Power

Baltimore led the nation in increased buying income per family 1949, it is revealed today by Sales Management

Clipping From BALTIMORE, MD., NEWS-POST

Circ. D. 222,605

MAY 10 1950

Family Income Here Seen Above Average

By Oliver Good

Clipping From DETROIT, MICH., FREE PRESS

Circ. D. 422,797 S. 464,6

MAY 10 1950

BUYING POWER: Retail stores got 67 cents of each dollar of family income spent last year. In its 21 annual survey of buying power, the magazine "Sales Management" that figure compared 1947 and 1949

Clipping From PHILADELPHIA, PA., BULLETIN

Circ. D. 716,451 S. 668,226

MAY 9 - 1950

FAMILY INCOME IN CITY HITS \$5 612

That is Figure, S

The average last year had an income of \$5 above the national

This figure was Sales Management survey of

Clipping From CLEVELAND, O., PLAIN DEALER

MAY 8 - 1950

MAGAZINE SURVEY SETS POPULATION OF CITY AT 620,000

ALSO EVENING NEWS New York Bureau

NEW YORK, May 8.—Buffalo's population, estimated as of Jan. 1, 1950, is 620,000, 300 greater than in 1940, Sales Management Magazine

Clipping From BUFFALO, N. Y., NEWS

Circ. W. 275,045

MAY 14 1950

Dallas Place

Dallas had an estimated income last year of \$22,900 last Jan.

Sales Management

The magazine's

ing, statisti

Clipping From PITTSBURGH, PA., SUN-TELEGRAPH

Circ. D. 211,152 S. 593,249

MAY 11 1950

A Billion Dollar Community

RGH dis

merchant

yn mor

Clipping From COLUMBUS, O., CITIZEN

Circ. D. 88,563 S. 109,463

MAY 11 1950

A Billion Dollar Community

RGH dis

merchant

yn mor

Clipping From GREENSBORO, N. C., NEWS

Circ. D. 33,282 S. 33,689

cans fighting mad"—and incidentally to keep alive its own name and products. One ad called "Wonder What a Frenchman Thinks About" is so appropriate to today's problem that we reproduce it in full:

"Two years ago a Frenchman was as free as you are.

"Today what does he think—as he humbly steps into the gutter to let his conquerors swagger past—as he works 53 hours a week for 30 hours pay—as he sees all trade unions outlawed and all the 'rights' for which he sacrificed his country trampled by his foreign masters—as he sees his wife go hungry and his children face a lifetime of serfdom.

"What does that Frenchman—soldier, workman, politician or businessman—think today? Probably it's something like this: 'I wish I had been less greedy for myself and more anxious for my country; I wish I had realized you can't beat off a determined invader by a quarreling, disunited people at home; I wish I had been willing to give in on some of my rights to other Frenchmen, instead of giving up all of them to a foreigner; I wish I had realized other Frenchmen had rights too; I wish I had known that patriotism is work, not talk, giving, not getting!'

"And if that Frenchman could read our newspapers today, showing pressure groups each demanding things be done for them instead of for our country, wouldn't he say to American businessmen, politicians, soldiers and workmen: 'If you knew the horrible penalty your action is bound to bring, you'd bury your differences now before they bury you; you'd work for your country as you never worked before, and wait for your private ambitions until your country is safe. Look at me . . . I worked too little and too late.'"

The ad appeared as a page in *Newsweek* and *Business Week*, but that was only the beginning, as Walter K. Bailey, vice-president in charge of sales, explained in SM, page 44, October 1, 1942:

"By December, 1941, after saying 'Yes, of course' to requests for reprint permissions from an amazing variety of types of business, individuals and publications, we thought this piece of copy had run its course.

"What we had not foreseen was that many reprints would bring successive requests for reprints. Each month brought more. Each request resulted in more reprints; each reprinting resulted in more requests. By July, 1942, we had received 77

requests for reprinting in one form or another—these entirely apart from the flocks of commendatory letters.

"As nearly as we can estimate, publication of this ad in reprints resulting from requests alone have given this advertisement a circulation of almost 4,000,000 in addition to the circulation represented by paid space.

"Who reads advertising?

"As it appears now, everybody reads advertising. But why was this advertisement, out of all those we have published over the years, picked out for such comment and reprints? Perhaps it is because what we said in that ad hit squarely the fundamental psychological problem involved in the defense of our country. Perhaps it is because what we said in that ad placed flatly before the American public the fact that we must fight or submit."

BIG STEEL PREPARED FOR POSTWAR MARKET

Just before the defense program got under way, United States Steel discovered that its most rapidly growing market lay in the field of "light steel" for re-manufacture into consumer goods such as refrigerators, utensils, mattresses, etc. So it launched a campaign to reach the man in the street who bought those products. In spite of the fact that it was oversold producing heavy materials for defense, it kept the campaign rolling.

Consumer ads reiterated the point that a host of consumer products were better because they were made with USS steel. Officials argued that if enough people learned to "look for the USS label" on consumer goods, the company could avoid a post-war slump. SM, page 35, June 1, 1941.

Celotex was another company that built for the future. In picturing a dream-house the company said, "Bonds now. A home like this later." As Marvin Greenwood, G. S. M., pointed out in SM, page 18, May 20, 1943:

"The building industry as a whole, compared with other industries, has done a very small amount of advertising—a relatively poor job. It has failed to sell, as thoroughly as it should, the satisfaction which goes with a good home; the happiness of better living conditions; the practical value of investment in better barns and out-buildings on farms.

"The building industry well can take a page out of the automobile industry's book. It was the motor-car industry's mass advertising, selling and joy of owning a car—accumulative in effect. One company's

LOOKING FOR BOOM MARKETS?

Set your sales quotas automatically
according to the

NEW CENSUS OF RETAIL TRADE

plus the 1950

SALES MANAGEMENT SURVEY OF BUYING POWER

All data available on I.B.M. cards

Write for our free portfolio, *Facts about the Census & the SM Survey*, incorporating three reprints from SALES MANAGEMENT by Jay M. Gould of Econometric. Address:

Dept. of Market Analysis
The Econometric Institute
230 Park Avenue
New York 17, N. Y.
Mu. 4-7800

"Forecasting Business Is Our Business"

YOU'RE SURE OF STABILITY IN "TEST TOWN, U.S.A."



The South Bend market is stable. Its rankings in population, sales, and income prove it. For example, among America's 200 leading cities, South Bend ranks* 91st in population, 85th in total sales, 90th in total income. Striking proof of the stability of "Test Town, U.S.A."! One newspaper—and only one—covers this great test market to saturation. Write for new market data book, "Test Town, U.S.A." It's free.

*Sales Management's 1950 "Survey of Buying Power"

The South Bend Tribune



STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

advertising added to another's put America on wheels. No one manufacturer alone could do the job. It took the combined effort of all of them to put it over—and all profited.

"The Celotex Corp. is pointing the way for the building industry, trying to show the industry how it can get its share of the billions of accumulating dollars which some day will be set free. Celotex is trying to make clear to America the advantages of owning a home. It is telling the people that the thing to do, right now, is to make down payments on that future home by buying Government War Bonds and earmarking them for its purchase."

It seems obvious that this type of advertising done during war years by Celotex and others in the building business must have had some effect in creating our huge (largest in our history) home building program.

DON'T FORGET THE DEALER

In any war emergency the retailer has to stand the brunt of consumer complaints. Helping him is a good way of helping yourself.

Food rationing may not come again, but some of the things which

food manufacturers did for the trade in the last war can be adapted to other fields. In 1943 the California Packing Corp. used business papers and direct mail to tell grocers:

"So what? So you're going to hear a lot of grumbling. You're going to have to do a lot of explaining—and what grocer likes that? It's pretty clear by now that your customers are going to want more canned foods than their ration book allows them. No matter who's to blame, *you* take the heckling.

"So it's important your customers know why rationing is needed—and *what they can do about it!* You can't take the time to tell them! But we can!

"That's why Del Monte is again going frankly to your customers—just as we did on the Government nutrition plan, on 'Buy-for-a-Week' and no hoarding . . . this time to tell customers they *must* grow vegetable gardens—they *must* put up fruit at home this year—if they want to have all the vegetables and fruits the family will need. When you understand the reasons for this new Del Monte cooperative program, we think you'll call it one of the most constructive contributions anyone has

made to help meet the nation's food problems." SM, p. 24, June 1, 1943.

Advertising "came of age" in the past decade, as advertisers, the Government and the public learned that it could be applied to sell almost anything—products, services, patriotism, bonds, ideas.

In the 1940-1942 period many advertisers floundered—or did nothing—because they didn't know what to say or how to say it.

This time they can draw upon the experiences of successful pioneers of the days of preparedness and then war.

History will not repeat itself exactly. There will be new rules and regulations applicable to charging advertising against war contracts. These were outlined in "Washington Bulletin Board" August 15. There may—or may not—be excess profits taxes.

But in general there will be—under any conceivable war situation—a need for consistent advertising: (1) to help solve the company's immediate problems; (2) to build for the future; (3) to serve the nation.

PHILIP SALISBURY
Editor

Advertising

MEDIA ... AGENCIES ... SERVICES



CHARLES G. THOM is in charge of Atlanta, Ga., office being opened by Campbell-Ewald Co., Inc., to handle Chevrolet Motor Division account in the Southeast territory.

Newspaper Readers Like 'em Thick as Well as Thin

How readership of advertising and editorial matter in very large newspapers compares with that in smaller editions has been tested via surveys of *The Milwaukee Journal*.

The largest newspaper, daily or Sunday, ever put to a test among its readers has just been surveyed by Publication Research Service: the 254-page *Sunday Milwaukee Journal* of May 7, 1950. The survey used the same methods employed in other Continuing Studies of Newspaper Readership so that accurate comparisons may be made.

According to Carl J. Nelson, president of Publication Research Service, who directed the study, the readership of the king-size edition holds very well in comparison with the 1945 Sunday survey made for *The Journal* in an issue carrying 140 pages.

In the current survey there were 116 national and 336 local ads compared with 91 national and 141 local ads in the 1945 survey. Color pages, exclusive of first pages of sections, numbered 72—with an average readership of 40% for men and 48% for women. Black and white pages averaged 30% for men's readership and

41% for the reading done by women.

The table below shows readership in May, 1950, compared with November, 1945, and also shows comparisons with averages of other metropolitan newspapers. These metropolitan averages are the composite picture of readership for an appreciable number of large newspapers surveyed by Publication Research Service.

Individual features showed ups and downs in readership since 1945, but there was no trend of decreased readership because of the large size of the newspaper.

According to *The Journal* report, practically every woman surveyed looked at some display and department store advertising. About nine out of 10 men and women looked at some national advertising.

A special tabulation indicates the higher readership gained with increased ad sizes. In the Society Section, 61 women's wear ads were plotted on a graph showing a median readership of 4% for 70-100 lines, 32% for 300-500 lines and 55% for 1,100-2,400 lines. Readership for one full page in this section hit a high of 77%.

Per Cent of Those Interviewed Who Read Any:	May 1950		November 1945		Metropolitan Averages	
	Men	Women	Men	Women	Men	Women
Editorials	30%	17%	39%	18%	39%	21%
Comics	83	75	77	70	85	78
Financial News	51	23	60	28	28	9
Radio or Television Programs or News	59	65	65	80	52	56
Amusement News	49	60	—	—	26	41
Society News or Pictures	11	81	31	87	43	84
Society News	3	41	—	—	17	54
Sports News or Pictures	89	42	90	40	84	45
Sports News	81	29	—	—	73	26
Racing News	60	11	—	—	25	4

Nancy Sasser's Buy-Lines In Good Housekeeping

Buy-Lines by Nancy Sasser, national editorialized advertising column, will appear in *Good Housekeeping* in 1951. Full color will be featured and the new column which is planned as a four-color spread, with six advertisers on a page, has a fixed position immediately preceding the main editorial.

A minimum of six insertions may be bought and the campaign will satisfy the space requirements of the Guaranty Seal according to the *Good Housekeeping* rate card. The Sasser organization will handle all details.

Nancy Sasser, whose Buy-Lines now appear in 65 Metropolitan Sunday newspapers (17,000,000 circulation), 91 Thursday/Friday Metropolitan newspapers (16,000,000 circulation), *The Saturday Evening Post*, and *Ladies' Home Journal*, pioneered this type of advertising in 1941.

ANA Takes New Look At TV Versus Radio

Although there are more radio homes in the United States today than ever before, there is already a decline of AM radio time values; the problem traces primarily to the inroads of television on radio listening. This is the consensus of members of the Association of National Advertisers, Radio and TV Group.

Such a conclusion has been buttressed by a study made by ANA, "Radio Time Values." Copies of the study have been sent to representatives of the national radio networks, to members of ANA, and to all radio stations in television cities.

Paul B. West, ANA president, says, "It is important, we believe,

SALES MANAGEMENT



woods & waters

by Stan Smith, New York News

initial foray good

It is now many hours later. Bush, the guy who dreamed up the bright idea, is just finishing up his second side of beef with fried potatoes and onions. First day's fishing on the St. Croix has lived up to our expectations. It was like this:

Gould and Bush paired off; Paul Slipp with this tourist. Like all good guides, young Slipp proffered this query: "How do you want to fish, Buster? for bass? Plugging, natch."

Gould laughed. "Sport," he said to Bush, "do you want to catch smallmouth bass, or do you want to make with the waving line?" Bush grinned. Outspoken Gould, a kid loaded with bass savvy, winked at his charge. "Leave it to me, son," he promised. "When your buddy gets home tonight, with the river being down four feet, we'll have the fish and he'll have had the exercise."

So the wise characters hopped into their 20-foot canoe, waved a can of worms and spinner, and made off as if the biggest bass in the world was cornered and waiting. Slipp gave our outboard a twist.

He silenced the outboard three and a half miles later. The other team had dis-

appeared. A green popping plug sailed out neatly and, seconds later, what Slipp called "dancing dynamite" stood on the end of his tail, bounced four times, then dove for a sunken root. Ten such powerful strikes—belts that thrilled the patient and made him realize the fine things they'd said about the St. Croix were really so. The 11th produced our first landed bass.

"Release it," Paul urged. "There's bigger ones out there."

He scooped to some quiet water.

"Try over there, where that bass exploded," Paul whispered.

That one didn't get away but, like its predecessor, it was a little shy of two pounds. When we secured for dinner, the count was 15 strikes and three fish. Bass on the St. Croix were cagey, there was no talking this down.

On Birch Island, Gould, Bush, Slipp, and this reporter compared notes over an open fireplace dinner. Their excursion was as eventful as ours "Brother," Bush sighed as he worked on the fried onions, "this is really living!"

None argued the point. He had his 2½ pounder.



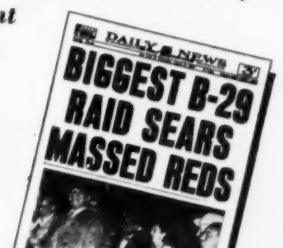
It is an old, sad, and often too-true adage that sportswriters who know their stuff are only passable performers on the portable.

Fishermen, in particular, are rarely of Pulitzer prize caliber.

In Stan Smith, however, The News has an expert who is also an exceptional writer, as per evidence in the above excerpt.

Stan Smith is part of the sports staff which holds the interests of millions of Dodger rooters, horse players, high schoolers, fight fans ... makes The News the best read paper by the largest circulation in America...and helps to draw more eyes and dollars to every advertisement on its pages.

Circulation now exceeds
Daily 2,250,000
Sunday . . . 4,050,000





PHIL BALDWIN is named director of national advertising for CKNW, New Westminster, B. C., Canada.

that broadcasters have the benefit of the ANA Radio and Television Steering Committee's independent research on the subject of current trends in radio and conclusions reached by ANA radio users based upon this research."

He says further that there is no intention of ANA to tell networks what they should charge for their products. The object of presenting this report to broadcasters is to help them—as well as to enable radio users to measure the medium for their own purposes.

Outstanding weather vane indicating to advertisers that radio time value was declining, lay in the reactions of retailers to radio and to television support. When it came to merchandising support in return, advertisers have been finding more and more that retailers are sluggish when backed by radio alone, extremely alert and cooperative to merchandising TV-advertised products. Sales executives in many fields were telling advertising managers about it.

The introduction states: "This report is an outgrowth of the widespread and growing concern among radio-using members of the Association of National Advertisers over the present and prospective decline in radio time values and the effect of that decline on their ability to use this . . . medium as effectively and economically as in the past."

An examination of audience ratings for all CBS and NBC sponsored evening programs revealed "significant declines in average audience ratings for both networks." It was found that fewer homes were using radio, despite the fact that there are more radio homes.

Table III of the report shows the homes using radio in the two years, the numerical drop in 1950 and the percent of drop for each hour of the evening. The average drop for the hours 6 to 11 P.M. was 10.5%.

Further on the report says: "Prior to the installation of TV, 377 out of 1,000 radio homes can be expected to be using radio, at the average minute, between 7 and 11 P.M.—and each sponsor can expect his share of this potential audience. However, with television installed in each of these thousand homes, the potential for a radio program between 7 and 11 P.M. will be only 65 homes (instead of 377), or only 17% as many. Thus it may be said that, based on indications to date, each radio home that has installed TV has lost 83% of its evening potential for the radio advertiser."

"By January, 1951," the report continues, "we can expect about 9,000,000 or more TV homes—22% or more of today's total radio homes. Thus we should be prepared to face



A. C. PEARSON, former business manager, *Living For Young Homemakers*, is advertising manager, *Charm*.

losses in magnitude of 22% or more in the number of homes using radio during the prime evening hours by January, 1951, compared with 1949."

Three methods for calculation of relative radio time values by advertisers are explained. The first, based on decline in average nighttime ratings of individual stations in the 50-mile TV zone, and the second, based on decline of nighttime radio sets-in-use, were rejected.

The third method is based on the simple arithmetic growth of television homes.

ANA members of the Radio and TV Group further indicate, in their conclusions, that they believe the problem will become more acute as TV grows, that the arithmetic method is practical, that downward adjustment of daytime radio rates at this time would be premature, but encroachment of afternoon TV already is sufficient to show that daytime radio rates should not be raised.

McGraw Hill Purchases Chemical Industries

McGraw-Hill Publishing Co. has purchased *Chemical Industries* from Maclean-Hunter Publishing Corp. It will emphasize news of developments which affect the chemical process industries, of developments within the industries, of new products and processes, and of men throughout the chemical field.

Chemical Engineering, a McGraw-Hill publication founded in 1902, will continue to serve chemical engineers, production men and technically trained men in management. No major change is contemplated in the editorial or publishing program of *Chemical Engineering*.

Wallace F. Traendly, publisher of *Chemical Engineering* and S. D. Kirkpatrick, editorial director, will serve in the same capacities for *Chemical Industries*.



DEDICATED, the new, ultra modern plant of *The Albany (N. Y.) Times-Union*, has increased press capacity of 70% over old equipment. The newspaper is in its 96th year, delivers copies to 60,000 homes daily and to 120,000 homes on Sunday.

Macfadden Launches Good Cooking, Saga

The first issue of *Good Cooking*, Macfadden Publications, Inc., dated September, is now on the newsstands of the country—price 25c. A mass magazine, it is wholly devoted to the preparation and serving of good food. A 35,000-entry, \$1,000-in-prizes contest held during the late spring months helped decide the "*Good Cooking*" title.

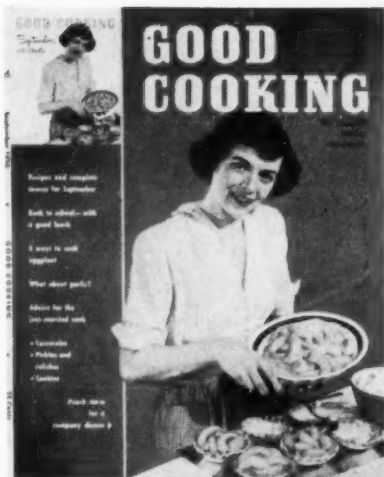
Each issue of the monthly publication will be filled with such features as the "Dish of the Month," favorite recipes of celebrities, and kitchen-aid hints geared to mass market appetites and tastes.

Good Cooking will stress information about the "what and when" in food and practical, easy-to-follow recipes presenting novel ways to prepare and serve the month's best food buys.

Initial print order was for 250,000 copies, according to Herbert G. Drake, assistant to the publisher, but a quick reader survey with press proofs was favorable enough to raise the order to 300,000 copies for the September issue.

The increased print order, however, has not changed the idea of a trial period of six months' publication for the magazine. During that period no advertising will be solicited or accepted except for the inside and back covers.

Macfadden's other new magazine, *Saga*, which was launched in mid-August, is designed for the true adventure field. Editorial content will cover the field of high adventure in the classical sense as well as stories of personal endeavor and intellectual adventure, a policy calculated to attract a broader-than-usual market.



THAT NEW *Good Cooking* of Macfadden Publications, Inc., is on the newsstands with a print order of 300,000.

Pacific Trio Gets Sister

A famous media name, Pacific Northwest Farm Trio, has added a new member, *The Utah Farmer*, to its family and henceforth will be known as the Pacific Northwest Farm Quad.

First issue of the 70-year-old *The Utah Farmer* will appear under the new ownership on September 9, adding 18,000 ABC circulation to the Pacific Northwest's coverage, raising it to over 190,000.

The Utah Farmer will retain its long-established state entity, an editorial policy which prevails on its sister publications, *The Washington Farmer*, *The Oregon Farmer*, and *The Idaho Farmer*. These publications, the publishers point out, reach a farm market that has enjoyed for the past seven years in succession a cash farm income in excess of a billion dollars annually.

Where Does Your Product Rank?

Sales managers who want to know how their brands are selling—and their competitor's, too—once again will have the opportunity to use the Los Angeles Monthly Grocery Sales Audit, just reinstated by *Los Angeles Evening Herald and Express*.

The new survey will report on over-the-counter sales in the Los Angeles metropolitan area of 550 separate items in 25 major classifications sold through grocery outlets. First survey release date: mid-September. Write to *Los Angeles Evening Herald and Express*, Los Angeles 15, Calif.



L. A. Grocery Audit is being taken now for release in mid-September.

Local Coverage By Magazines

Look Magazine, to measure and define the penetration of national magazines in a local marketing area, has just turned the spotlight on one of the top 10 markets in a new magazine audience survey, "The Cleveland Studies."

National advertisers—and especially their salesmen and their customers—are prone to ask of "national" magazines "just how many readers do you have in my sales territory, Cleveland, for instance?" *Look's* new survey helps to answer that pertinent marketing question with the fact that "national" publications have "local" readership.

The *Look* study, conducted by the independent research firm of Crossley, Inc., delves into the audiences in Cleveland for *Collier's*, *Life*, *Look*, *Newsweek*, *Quick*, *Time*, and *The Saturday Evening Post*.

Look suggests that buyers of advertising space consider data on people who buy their magazines at newsstands, by subscription, and on the total audience for any given issue, not on just one of these elements alone.



GILCHRIST



HEMMING



PHILLIPS

PROMOTIONS at *The Columbus (O.) Dispatch* and *The Ohio State Journal* include: Sid R. Phillips (right) to director of public relations of *The Dispatch Printing Co.* He is succeeded as advertising manager of *The Journal* by William C. Gilchrist (left), whose former post, national advertising manager of *The Dispatch*, is filled in turn, by Ralph G. Hemming (center), formerly in charge of automotive and travel advertising. Appointments were in effect as of August 15.

High Spot Cities

Retail Sales Forecast for September 1950

The new national retail trade boom which topped an \$11 billion level in August will register a new September peak of \$11.4 billion. This represents a 4% gain over last September, which in turn had been the best retailing month in 1949 (after seasonal adjustment). So there is no longer any doubt that in the remaining months of 1950, all previous retail trade records will be broken. In part, the increase will represent price rises of as much as 8% on foods, but the greater part of the increase will represent gains in unit volume based on the rapidly rising volume of disposable income. Although the absence of any real spot shortages has eased scare buying, consumer demand is being strongly supported by a return to almost completely full employment.

The Korean crisis can be expected to make for alterations in the regional retail picture. Gains in purchasing power (and therefore trade) will be particularly reflected in areas where government orders can be filled without displacing men and machines engaged in civilian production. Thus, New England and the Pacific coast centers, particularly, which reported the heaviest unemployment last year, can be expected to respond most quickly to the impact of new war orders.

States recording better-than-average performance include Alabama, California, Colorado, District of Columbia, Florida, Kansas, Massachusetts, Michigan, Montana, New Jersey, North Carolina, South Carolina, Tennessee, Texas, Virginia, and Wyoming.

The leading cities, those with a city-national index well above average (for this September compared with September 1949) are: Lubbock, Tex., 118.0; Hempstead Township, N.Y., 117.1; Fresno, Calif., 116.0; Corpus Christi, Tex., 114.9; Albuquerque,

que, N.M., 112.8; Waco, Tex., 111.7; St. Petersburg, Fla., 111.6; Tampa, Fla., 111.0; Flint, Mich., 110.8; Columbus, Ga., 110.5; Salisbury, N.C., 110.0; El Paso, Tex., 110.0; Raleigh, N.C., 109.7; Orlando, Fla., 109.9; Royal Oak-Ferdale, Mich., 109.3; Lynn, Mass., 108.8; Amarillo, Tex., 108.8; Lancaster, Pa., 108.7; Hartford, Conn., 108.4; Charlotte, N.C., 108.3; Lowell, Mass., 108.0; Norfolk, Va., 107.8; Bakersfield, Calif., 107.5; Honolulu, Hawaii, 107.5.

Sales Management's Research Department with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1950 vs. 1939." This figure ties back directly to the last official Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1950 over 1949," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1950 over 1949" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the Nation. All figures in this column

above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.



★Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1949 which equals or exceeds the national change.

RETAIL SALES (S.M. Forecast for September, 1950)

City	City	City	
Index	Index	Nat'l	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	
1939	1949	1949	1950

UNITED STATES

317.5 104.0 100.0 11430.00

Alabama

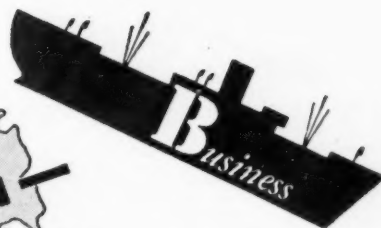
★ Birmingham ...	351.3	107.3	103.2	30.14
★ Gadsden	433.6	108.3	104.1	4.64
Mobile	388.3	92.7	89.1	10.25
★ Montgomery ...	330.2	106.2	102.1	8.75

Arizona

★ Phoenix	441.7	105.9	101.8	18.11
Tucson	421.8	96.3	92.6	8.52

Arkansas

Fort Smith ...	385.9	100.2	96.3	5.21
Little Rock ...	374.4	103.6	99.6	13.14



In the Detroit trading area—
where 60% of Michigan's total
retail business is—The Detroit
News delivers 108,671 more
weekday circulation than
the morning paper and
50,652 more than
the other evening
paper



453,684

largest weekday circulation ever reached by any Michigan newspaper

565,658

largest Sunday circulation in Detroit News' history

A.B.C. figures
for 6-months
ending Mar. 31, 1950

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH

Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

SEPTEMBER 1, 1950

BACK-to-SCHOOL!



HERE'S A LESSON from Local Advertisers—

During the recent Chamber of Commerce "Back-to-School" promotion, advertising was placed as follows—

NEWS-GAZETTE ... 71,176 Lines
2nd Paper 28,028 Lines

National Advertisers use the NEWS-GAZETTE to reach over 90% of Champaign-Urbana homes.

CHAMPAIGN-URBANA

(Home of the University of Illinois)
OVER 65,000 C-Z!

News-Gazette
CHAMPAIGN-URBANA, ILL.

Representatives

TEXAS DAILY PRESS LEAGUE

You Always Get More In MIDDLETOWN (CONNECTICUT)

**Outranks
11 Larger Cities
in Family Income**

No matter how you look at Middletown, it's always moving ahead. For example, it's 16th in size in Connecticut, but 5th in family buying power ... with \$5,280 income.

Middletown is ahead of its state population rank in buying power and in every sales category in Sales Management's 1950 Survey of Buying Power—only Connecticut city to achieve this across-the-board superiority. Which means that, whether you're selling bread or automobiles, you're sure to come out well ahead in Middletown.

Covered only by the Middletown Press, and no combination of outside newspapers can equal it.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.
OUR NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

High Spot Cities

RETAIL SALES
(S.M. Forecast for September, 1950)

City Index 1950	City Index 1950	City Nat'l Index 1950	\$ (Million) vs. September 1950
vs. 1939	vs. 1949	vs. 1949	

California

★ Bakersfield	364.9	111.8	107.5	10.91
★ Berkeley	295.2	104.7	100.7	8.68
★ Fresno	392.8	120.6	116.0	17.95
★ Long Beach ...	363.0	108.1	103.9	26.68
★ Los Angeles ...	288.8	104.0	100.0	193.65
★ Oakland	277.7	97.9	94.1	43.05
★ Pasadena	353.1	109.6	105.4	16.70
★ Riverside	390.6	104.5	100.5	5.82
★ Sacramento ...	324.6	109.8	105.6	22.01
★ San Bernardino.	381.0	109.2	105.0	8.80
★ San Diego	370.6	106.2	102.1	30.35
★ San Francisco .	278.3	100.8	96.9	91.44
★ San Jose	315.2	107.3	103.2	12.48
★ Santa Barbara .	313.0	106.8	102.7	6.26
★ Stockton	324.8	102.8	98.8	10.33

Colorado

★ Colorado Springs	321.7	106.2	102.1	5.79
★ Denver	290.6	107.5	103.4	44.31
★ Pueblo	311.3	108.4	104.2	6.07

Connecticut

Bridgeport	259.8	97.4	93.7	16.37
★ Hartford	254.4	112.7	108.4	23.66
Middletown ...	264.7	98.0	94.2	2.70
★ New Haven ...	232.3	106.1	102.0	17.38
★ Stamford	316.3	106.1	102.0	7.37
Waterbury	240.8	100.6	96.7	8.98

Delaware

★ Wilmington ...	316.2	110.9	106.6	17.61
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District of Columbia

★ Washington	297.0	109.7	105.5	102.50
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Florida

★ Jacksonville ...	349.1	110.8	106.5	22.13
★ Miami	383.9	110.2	105.9	33.94
★ Orlando	323.6	114.3	109.9	7.28
★ Pensacola	346.2	108.0	103.8	5.02
★ St. Petersburg .	353.8	116.1	111.6	9.87
★ Tampa	360.5	115.4	111.0	14.24



LEVELLING?

From top management to industrial laborer, Lynn offers a rich market of diversified occupations, all at higher scale incomes. Whatever level you seek, it's waiting—and ready to buy—in Lynn. It's reading the LYNN ITEM, oldest newspaper with largest circulation and greatest advertising volume!

GET RESULTS

in **LYNN**

with the

ITEM

Only A.B.C. newspaper in Lynn, Mass.

Represented by Small, Brewer and Kent, Inc.
CHICAGO • NEW YORK • BOSTON
SAN FRANCISCO • LOS ANGELES

CONFIDENCE with a Two-Way Stretch

Few newspapers can bring consumers and merchants together like The Berkshire Eagle.

Consumers read The Eagle—records show 125% coverage of the city zone ... 119% of the combined city zone and trading area (ABC). The Continuing Study report on The Eagle shows it to be one of the best read newspapers anywhere.

The merchants recognize coverage and reader confidence for the big selling opportunity that it is. They respond with record lineage. Their 7-611,464 lines of retail last year was unequaled by any Massachusetts daily outside of Boston—one reason why Food sales in the entire Metropolitan County Area are \$100 above the U. S. family average.

THE BERKSHIRE EAGLE

Pittsfield, Mass.

Represented By

The Julius Mathews Special Agency, Inc.

*Editor & Publisher report, May 18, 1950

RETAIL SALES

(S.M. Forecast for September, 1950)

City	City	City	
Index	Index	Index	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	September
1939	1949	1949	1950

Georgia

★ Atlanta	303.3	106.8	102.7	44.77
★ Augusta	336.3	103.5	99.5	7.23
★ Columbus	411.8	114.9	110.5	8.36
★ Macon	319.0	108.0	103.8	6.89
★ Savannah	290.5	102.8	98.8	8.60

Hawaii

★ Honolulu	409.0	111.8	107.5	29.54
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Idaho

★ Boise	329.6	108.3	105.8	6.23
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Illinois

Bloomington	265.3	101.2	97.3	4.51
★ Champaign-Urbana	338.5	108.1	103.9	7.21
★ Chicago	265.7	100.0	96.2	344.83
Danville	291.3	101.8	97.9	4.69
Decatur	272.0	103.9	99.9	7.48
★ East St. Louis	323.8	104.5	100.5	7.35
★ Moline-Rock Island-E. Moline	310.6	106.4	102.3	9.97
★ Peoria	251.1	101.2	97.3	13.13
Rockford	292.8	103.6	99.6	11.01
Springfield	289.5	101.3	97.4	10.16

Indiana

★ Evansville	318.9	107.3	103.2	12.34
★ Fort Wayne	290.6	104.8	100.8	13.98
Gary	332.6	103.8	99.8	12.34
Indianapolis	300.0	101.5	97.6	48.49
Muncie	268.1	101.7	97.8	5.63
★ South Bend	357.2	106.1	102.0	14.68
Terre Haute	286.2	101.3	97.4	8.27

Iowa

★ Cedar Rapids	281.7	104.6	100.6	8.00
Davenport	256.8	96.5	92.8	7.55
★ Des Moines	291.1	109.6	105.4	20.52
Sioux City	271.2	103.8	99.8	9.14
★ Waterloo	291.8	106.5	102.4	7.09

Kansas

Hutchinson	289.9	95.2	91.5	4.03
★ Kansas City	313.6	108.2	104.0	9.44
★ Topeka	307.0	104.0	100.0	8.32
★ Wichita	381.4	105.1	101.1	17.39

Kentucky

Lexington	273.2	92.0	88.5	7.76
★ Louisville	316.0	105.0	101.0	35.46

Louisiana

Baton Rouge	457.6	96.6	92.9	10.89
★ New Orleans	348.7	104.9	100.9	46.94
Shreveport	350.6	102.6	98.7	14.13

Maine

Bangor	240.2	98.9	95.1	4.18
Lewiston-Auburn	238.5	99.9	96.1	5.20
Portland	220.9	101.9	98.0	8.68

Maryland

★ Baltimore	276.2	104.5	100.5	89.94
Cumberland	238.8	103.4	99.4	4.37

RETAIL SALES

(S.M. Forecast for September, 1950)

City	City	City	
Index	Index	Index	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	September
1939	1949	1949	1950

Massachusetts

★ Boston	210.0	103.4	101.3	88.23
★ Fall River	308.3	107.0	102.9	8.41
★ Holyoke	278.7	107.3	103.2	5.24
Lawrence	252.4	103.7	99.7	7.75
★ Lowell	299.2	112.3	108.0	7.93
★ Lynn	275.2	113.2	108.8	9.77
New Bedford	246.0	103.8	99.8	8.61
★ Pittsfield	255.3	104.2	100.2	5.31
★ Salem	288.8	105.4	101.3	4.88
★ Springfield	227.0	105.8	101.7	16.30
★ Worcester	237.2	104.5	100.5	18.86

Michigan

Battle Creek	298.6	103.3	99.3	6.24
Bay City	343.5	101.6	97.7	6.39
★ Detroit	344.4	108.4	104.2	196.36
★ Flint	322.9	115.2	110.8	19.86
★ Grand Rapids	314.9	105.9	101.8	21.79
★ Jackson	292.5	105.7	101.6	7.02
★ Kalamazoo	291.2	106.4	102.3	8.97
★ Lansing	309.3	104.6	100.6	12.34
Muskegon	269.7	95.0	91.3	5.42
★ Pontiac	308.6	104.2	100.2	8.21
★ Royal Oak-Ferndale	417.3	113.7	109.3	7.72
★ Saginaw	313.0	105.8	101.7	9.64

\$\$\$\$\$

The Dollar Signs Point to SALEM CITY ZONE

Salem is a **PREFERRED** High-Spot City . . . month after month.

It's buying power that rings cash registers. Salem City Zone has more total and per family buying power than any other community in big, industrial Essex County.

The county's top three leaders in family income are all in the City Zone — Beverly . . . Salem and Peabody average \$5,115.

Salem City Zone can be completely sold through The Evening News, the local news daily for a real market area.

THE SALEM EVENING NEWS

SALEM, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

\$\$\$\$\$

We like to talk about Your Business In Our Market

Holyoke City Zone is an exceptionally good market with plenty of solid facts to recommend it.

For example: 31,200 families, proud of their homes and standard of living, are drawing high wages from skilled jobs in more than 200 plants—all told, Holyoke

City Zone has \$138,281,000 income—of which \$85,208,000 is spent in Holyoke City Zone stores.

A newspaper that participates so heavily in the sale of \$85,208,000 of retail goods invites comparisons. . . . and comparisons will help you decide to use

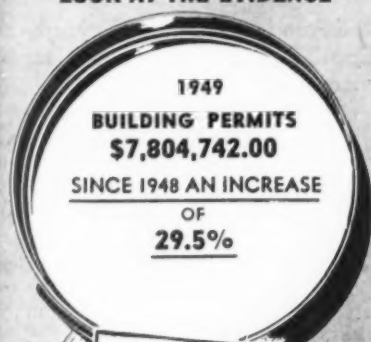
The Holyoke Transcript-Telegram

HOLYOKE, MASS.

Represented By

The Julius Mathews Special Agency, Inc.
who will be pleased to help you improve YOUR BUSINESS.

**THERE'S CONCENTRATED
BUYING POWER IN
WINSTON-SALEM
LOOK AT THE EVIDENCE**



The JOURNAL & SENTINEL are the only papers that cover this rich, growing market in the South's No. 1 state.
The JOURNAL & SENTINEL are the only papers south of Washington offering a Monthly Grocery Inventory—an ideal test market.
The JOURNAL & SENTINEL are the only papers that completely blanket an important, 8-county segment of North Carolina.
YOU CAN'T COVER NORTH CAROLINA WITHOUT THE

WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL
MORNING SUNDAY EVENING
National Representative: KELLY-SMITH COMPANY

FOOD DEMONSTRATORS

Frequently, we are called upon by manufacturers and distributors of food products to secure demonstrators for local store promotion.

It has occurred to us that the food industry may be better served if we provided a register of available parties.

Acting upon this idea, we advertised for and have discussed the matter with and secured three experienced demonstrators.

Names and addresses furnished on request or all arrangements made. Advise days, hours of work, stores in which you wish them to serve, rate of pay.

JUST ANOTHER POST SERVICE.

*Plus outstanding
merchandising support*

Write for **BRAND PREFERENCE SURVEY**



WARD-GRIFFITH COMPANY
Representatives

High Spot Cities

RETAIL SALES (S.M. Forecast for September, 1950)

City	City	City	
Index	Index	Index	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	September
1939	1949	1949	1950

Minnesota

Duluth	246.8	88.0	84.6	10.17
Minneapolis ...	261.0	101.3	97.4	60.23
St. Paul	233.4	100.3	96.4	33.43

Mississippi

★ Jackson	395.1	107.3	103.2	8.85
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Missouri

Kansas City ...	335.9	100.5	96.6	64.76
St. Joseph ...	259.7	101.6	97.7	6.44
St. Louis	277.9	103.8	99.8	84.25
★ Springfield ...	331.6	107.6	103.5	7.56

Montana

★ Billings	321.4	109.1	104.9	5.11
★ Butte	218.1	105.1	101.1	4.69
Great Falls ...	300.6	103.1	99.1	5.23

Nebraska

★ Lincoln	300.3	104.4	100.4	10.06
★ Omaha	292.6	105.0	101.0	26.45

Nevada

Reno	302.0	91.5	88.0	5.92
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New Hampshire

★ Manchester ...	294.0	105.0	101.0	7.39
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New Jersey

★ Atlantic City ..	291.4	106.8	102.7	11.13
★ Camden	280.3	110.9	106.6	12.39
★ Elizabeth	288.1	106.0	101.9	11.12
Jersey City-				
Hoboken	214.7	98.1	94.3	21.32
★ Newark	281.3	106.9	102.8	60.09
★ Passaic-Clifton .	311.6	111.2	106.9	12.12
★ Paterson	263.6	106.0	101.9	15.55
★ Trenton	318.9	106.0	101.9	17.86

New Mexico

★ Albuquerque ..	691.0	117.3	112.8	13.82
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ALTOONA IS BACK to NORMAL Industrially

**P.R.R. Payrolls in the
Largest Railroad
Repair Shops in
the World ...
at Altoona
Pennsylvania
Alone average
Better than
\$2,500,000
MONTHLY.**

You can reach this rich market most effectively through the Altoona Mirror. Advertising in the Altoona Mirror is read daily in 98% of all Altoona homes, and 95.4% in the Altoona (ABC) City Zone.

Altoona Mirror.

**ALTOONA'S ONLY
EVENING NEWSPAPER**

Richard E. Beeler
Advertising Manager

\$5,869

**—that's the per family
buying income
of Bethlehem, Pa.**

This high average means Bethlehem is the 38th city in the United States in buying income ... a rank high above such cities as Minneapolis (83rd), Seattle (50th) and Allentown (101st). To reach this rich market, use the Bethlehem Globe-Times—the only newspaper that covers Bethlehem.

The BETHLEHEM GLOBE-TIMES

Rolland L. Adams, President

Represented nationally by DeLisser, Inc.

RETAIL SALES
(S.M. Forecast for September, 1950)

City	City	City	
Index	Index	Index	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	September
1939	1949	1949	1950

New York

★ Albany	282.9	111.2	106.9	18.36
★ Binghamton ...	271.4	106.0	101.9	9.88
★ Buffalo	261.2	106.7	102.6	56.01
★ Elmira	261.7	103.2	99.2	6.02
★ Hempstead				
Township	512.5	121.8	117.1	51.97
Jamestown	258.3	101.6	97.7	4.65
New York	247.9	102.9	98.9	678.08
Niagara Falls ..	256.6	94.8	91.2	7.80
Rochester	226.4	100.4	96.6	32.96
Schenectady ..	280.7	98.7	94.9	10.78
★ Syracuse	235.5	104.0	100.0	21.38
Troy	232.2	102.4	98.5	6.79
★ Utica	265.6	105.0	101.0	10.28

North Carolina

★ Asheville	296.4	105.6	101.5	6.55
★ Charlotte	379.4	112.6	108.3	15.48
Durham	333.3	102.6	98.7	7.10
★ Greensboro	467.4	110.8	106.5	11.17
★ Raleigh	378.4	114.1	109.7	8.25
★ Salisbury	278.1	114.4	110.0	2.67
Wilmington ...	282.5	101.8	97.9	3.56
★ Winston-Salem .	309.6	109.7	105.5	7.74

North Dakota

Fargo	304.6	97.4	93.7	5.33
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Ohio

Akron	305.6	103.0	99.0	28.39
Canton	276.8	97.1	93.4	12.43
★ Cincinnati	254.6	104.6	100.6	50.26
Cleveland	283.8	101.0	97.1	102.21
Columbus	301.6	103.1	99.1	41.14
Dayton	290.7	103.2	99.2	26.51
Mansfield	267.9	99.6	95.8	4.93
Springfield ...	357.8	101.7	97.8	9.41
Toledo	286.2	100.6	96.7	32.25
Warren	317.2	101.0	97.1	5.90
Youngstown ...	273.0	103.1	99.1	18.67

Oklahoma

Bartlesville	291.4	101.9	98.0	2.04
★ Muskogee	298.2	108.8	104.6	3.31
★ Oklahoma City .	324.7	106.1	102.0	25.52
Tulsa	321.5	97.8	94.0	18.68

Oregon

★ Eugene	409.0	105.2	101.2	6.34
Portland	280.5	98.5	98.5	44.12
Salem	360.3	102.9	98.9	6.27

Pennsylvania

Allentown	272.8	101.6	97.7	11.35
Altoona	231.0	99.6	95.8	6.33
★ Bethlehem	296.0	106.3	102.2	5.52



FIRST CHOICE

among "preferred" cities

Passaic-Clifton, a one-city market of 122,403* population, is your best sales opportunity in New Jersey this month. Sales Management's forecasts of retail sales rank Passaic-Clifton *first in the state in sales increase . . . 11.2%* better than September of last year.

With sales estimated at 6.9% above the national average increase . . . *highest in the state . . .* Passaic-Clifton is a "Preferred" High Spot City, as it has been for 13 months out of the last 17. During that period, no other North Jersey city was rated "preferred" more times by Sales Management. Since May, 1949, the City National Index of Passaic-Clifton has averaged 101.4% . . . *highest of all North Jersey cities.*

There are two sound reasons for this high retail volume: Passaic-Clifton is the principle shopping center for 325,000 people in the heart of industrial North Jersey; Passaic-Clifton's average family income of \$5,845** *is highest of all major North Jersey markets.*

Your first newspaper choice in North Jersey is the Passaic-Clifton Herald-News, offering national advertisers a greater sales potential per family than any other North Jersey newspaper.

* 1950 U. S. Census. ** Sales Management.

51,880
abc—3/31/50

THE HERALD-NEWS

PASSAIC-CLIFTON, N. J.

The Julius Mathews Special Agency

Coming in SALES MANAGEMENT: "Metropolitan America: 1939-1949" and "Experts Pick the Best Test Markets" in SM's November 10th Survey of Metropolitan and Test Markets. Watch for announcement of details.

There's Real
READERSHIP

IN CHESTER

Advertising Research
Foundation Says:

(NEWSPAPER SURVEY NO. 134)

- **20 ADS**
on the All-Study Leaders List
- **2 ADS**
set all-time Readership Highs
- **1 AD**
established a new high, percent-
agewise, of any advertisement
ever measured!

YOU GET A

PREFERRED CITY

WITH THE



National Representatives
STORY, BROOKS & FINLEY

**YOU CAN'T
DO AN
INSIDE JOB
FROM THE
OUTSIDE ...**

For Instance:

**Selling Norristown
Is An Inside Job
And It Takes The
Only Medium On The
Inside To Create
Real Sales Results!**

**NORRISTOWN^{Pa.}
TIMES-HERALD**

NORRISTOWN, PENNA.

• REPRESENTED NATIONALLY BY
THE JULIUS MATHEWS SPECIAL
AGENCY

High Spot Cities

RETAIL SALES
(S.M. Forecast for September, 1950)

City	City	City	
Index	Index	Index	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	September
1939	1949	1949	1950

Pennsylvania (Cont.)

Chester	306.7	101.1	97.2	6.90
Erie	323.9	101.7	97.8	13.41
★ Harrisburg	284.9	104.4	100.4	12.28
Johnstown	236.4	94.8	91.2	7.28
★ Lancaster	273.9	113.0	108.7	8.38
★ Norristown	265.5	104.0	100.0	3.85
Oil City	245.8	97.8	94.0	2.04
★ Philadelphia ...	328.1	109.8	105.6	197.90
Pittsburgh	261.5	99.7	95.9	75.58
★ Reading	270.8	108.7	104.5	12.70
★ Scranton	251.9	109.9	105.7	12.14
Wilkes-Barre ...	241.7	98.3	94.5	8.58
York	247.7	96.9	93.2	6.34

Rhode Island

★ Providence	247.1	109.9	105.7	27.90
★ Woonsocket	252.1	106.3	102.2	4.16

South Carolina

Charleston	310.8	102.3	98.4	7.74
★ Columbia	360.6	108.6	104.4	10.24
★ Greenville	357.1	110.3	106.1	8.08
★ Spartanburg ...	389.9	108.1	103.9	6.20

South Dakota

Aberdeen	374.1	100.6	96.7	3.43
Sioux Falls	304.5	99.3	95.5	6.06

Tennessee

★ Chattanooga ...	303.1	105.5	101.4	14.52
★ Knoxville	324.2	105.2	101.2	14.62
★ Memphis	332.6	107.8	103.7	38.62
★ Nashville	313.2	111.1	106.8	21.58

Texas

★ Amarillo	448.7	113.2	108.8	10.14
★ Austin	375.8	108.4	104.2	12.89
★ Beaumont	407.3	104.0	100.0	10.55
★ Corpus Christi .	460.8	119.5	114.9	12.58

Advertisement

"The Proof is in the Puddin' "

Like I always say, "You can't tell till you've had a real taste." And that applies to retail sales. Customers buy your products through local retail stores—not from wholesalers.

Take Oil City, Pennsylvania, for example, with \$120,000,000 retail sales; yet, what do wholesale sales amount to . . . poof, nothing. Why? Because wholesalers and chains ship in from Youngstown, Erie, Butler, Warren, Pittsburgh and Sharon, and yes, even Jamestown, N. Y., for retail trade.

That's not the whole story! Would we be bold if we asked for a date with a Julius Mathews Special Agency man to give you all the "dope" on The Derrick and Blizzard coverage and sales?

Getting Your Share Of Our Share?

When Washington says "Production!", Woonsocket factory whistles blast a ready response. This city of more than 50,000 regularly out-buys the rest of Rhode Island in food and drugs. Get your share of business from one of New England's key spending spots, by advertising in the —

WOONSOCKET



Covering
Rhode
Island's
PLUS
Market

Representatives:
Gilman, Nicoll & Ruthman

RETAIL SALES
(S.M. Forecast for September, 1950)

City Index 1950 vs. 1939	City Index 1950 vs. 1949	City Nat'l Index 1950 vs. 1949	\$ (Million) September 1950
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Texas (Cont.)

★ Dallas	391.0	110.0	105.8	57.93
★ El Paso	423.6	114.4	110.0	14.19
★ Fort Worth	430.4	110.4	106.2	34.30
Galveston	323.1	99.0	95.2	6.85
Houston	367.6	101.7	97.8	61.09
★ Lubbock	517.1	122.7	118.0	9.36
★ San Antonio	361.5	105.7	101.6	31.88
★ Waco	454.5	116.2	111.7	9.64
★ Wichita Falls	334.3	105.0	101.0	6.72

Utah

Ogden	318.6	101.0	97.1	5.32
Salt Lake City	288.9	101.7	97.8	18.75

Vermont

★ Burlington	265.5	104.3	100.3	3.85
Rutland	218.2	96.2	92.5	2.16

Virginia

★ Lynchburg	269.8	109.2	105.0	4.91
Newport News	325.9	92.9	89.3	5.28
★ Norfolk	387.5	112.1	107.8	21.12
★ Portsmouth	417.7	106.7	102.6	5.89
Richmond	275.6	97.6	93.8	25.58
★ Roanoke	341.3	106.4	102.3	10.58

Washington

Seattle	284.5	103.2	99.2	50.82
Spokane	279.5	103.1	99.1	15.71
Tacoma	293.6	102.3	98.4	13.86
Yakima	305.6	94.4	90.8	5.96

West Virginia

Charleston	289.9	92.2	88.7	10.87
Huntington	294.8	99.4	95.6	7.87
Wheeling	374.7	102.3	98.4	7.10

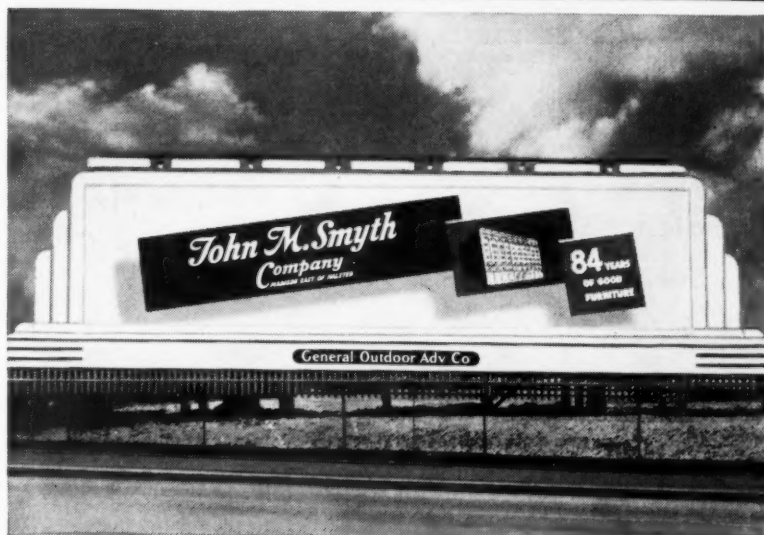
Wisconsin

Appleton	309.5	102.4	98.5	4.24
Green Bay	268.6	100.9	97.0	6.07
Madison	319.8	103.2	99.2	9.69
Milwaukee	277.4	102.4	98.5	68.49
Racine	308.3	90.7	87.2	7.09
Sheboygan	269.9	100.6	96.7	4.21
★ Superior	242.1	106.7	102.6	3.05

Wyoming

★ Casper	370.7	105.7	101.6	3.67
★ Cheyenne	323.7	105.7	101.6	3.82

Furnishes Results



COVERAGE. This advertiser has used outdoor advertising for 75 years to reach the right market. What they've done, you can do too—deliver a potent sales message to selected areas of a market, locally, regionally, or nationally via GOA. No other medium has

such complete coverage every day of the year. General Outdoor Advertising Co., 515 South Loomis Street, Chicago 7, Illinois.

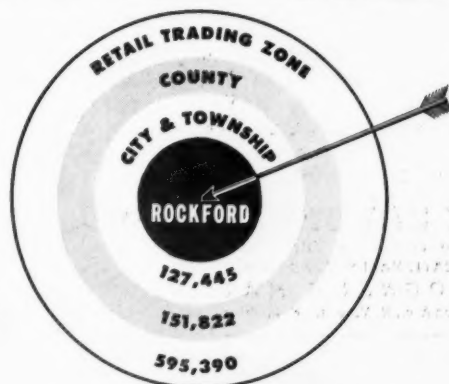
★Covers 1400 leading cities and towns



1925 Silver Anniversary Year 1950

1950 POPULATION FIGURES

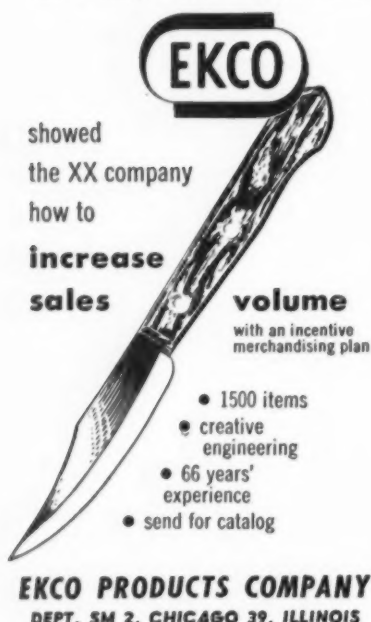
**YOU CAN'T
MISS WITH
THIS TARGET**



**ROCKFORD MORNING STAR
Rockford Register-Republic**

REPRESENTED NATIONALLY BY BURKE, KUIPERS & MAHONEY, INC.

with only a paring knife...



EKCO

showed
the XX company
how to
**increase
sales volume**
with an incentive
merchandising plan

- 1500 items
- creative engineering
- 66 years' experience
- send for catalog

EKCO PRODUCTS COMPANY
DEPT. SM 2, CHICAGO 39, ILLINOIS



TEST
Metropolitan
NEW YORK
FOR
PEANUTS

Send or call for
the complete bulletin
"Metropolitan New York Test Market No. One"

Study the facts and you will find you can test a typical segment of Metropolitan New York, by testing BAYONNE, for only 8 cents a line . . . just peanuts compared with any other media giving the complete, concentrated coverage of

THE BAYONNE TIMES
"Bayonne cannot be sold from the outside"
NATIONALLY REPRESENTED BY
BOGNER & MARTIN
295 Madison Ave., N. Y. • 435 N. Michigan Ave., Chicago

MANNERS

Some people defy conventions.
We love 'em . . .
and the bigger the better.



CHALFONTE-HADDON HALL
on the Boardwalk, Atlantic City, N.J.
Operated by Leeds & Lippincott Co. for 60 years
Write for illustrated brochure No. 1

Dates & Places for Sales Confabs

The National Sales Executives and its affiliated clubs again provide the setting for the exchange of profit-making ideas.

SEPTEMBER

Washington (Hotel Statler)	NSE Board	Sept. 7, 8
San Bernardino, Calif.	Rally	Sept. 22
Boston	Training Clinic	Sept. 25-29

OCTOBER

Beaumont, Tex.	Sales Rally	Oct. 2, 3
New Haven (Hillhouse H. S. Auditorium)	Training Clinic	Oct. 2-6
Springfield (Trade H. S. Auditorium)	Training Clinic	Oct. 9-13
Montreal (Mount Royal Hotel)	Rally	Oct. 16
Norfolk (Center Theater)	Rally	Oct. 16
Richmond (T. J. High School)	Rally	Oct. 17
Rockford (Shrine Temple)	Rally	Oct. 18
San Diego (Russ Auditorium)	Sales Conf./Rally	Oct. 18
Washington (U.S. C. of C. Bldg.)	Training Clinic	Oct. 23-27
Worcester (Hotel Sheraton)	Sales Conf./Rally	Oct. 24
Chattanooga (Patten Hotel)	Sales Conference	Oct. 25
San Francisco (Fairmont Hotel)	Sales Conference	Oct. 26
Montreal (Mount Royal Hotel)	Sales Conference	Oct. 25
Columbus (Neil House)	Sales Conference	Oct. 26
Montgomery (Jefferson Davis Hotel)	Sales Conference	Oct. 26
Mobile (Admiral Simms Hotel)	Sales Conference	Oct. 27
New York (Roosevelt Hotel)	Training Clinic	Oct. 30-Nov. 3
Atlanta	Sales Conference	Oct. 30-31
Austin, Tex.	Sales Conference	Oct. 30-Nov. 2

\$25,000 PER YEAR OPPORTUNITY

The man we're seeking has probably exhausted the possibilities in his present connection and is qualified to become sales manager for nationally known speed reducer manufacturer who wants bigger share of OEM market. Modest salary but liberal commission based on increased sales volume will assure the right man up to \$25,000 a year. Product is of unique design, tops in its field—and so is the man we want! All replies will be kept confidential. Address Box 2735, Sales Management, 386 Fourth Ave., N. Y. C.

TO MANUFACTURERS

IF YOU HAVE A NEW PRODUCT OF MERIT . . . WE CAN SELL IT!

Our client, a nationally known distributing organization, is seeking unusual electrical appliances for home or commercial use, which will lend themselves to extra-ordinary sales and promotional techniques. Please send full particulars. All replies will be kept in strictest confidence.

Attn.: S. B. Harris
Klores & Carter, Inc. Advertising
141 East 44th Street New York 17, N. Y.

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First Three Markets Group	64B	Pictorial Review	6-7		
Agency: Anderson, Davis & Platte, Inc.		Agency: Charles W. Hoyt Company, Inc.			

Advertising agency looking for merchandising man with package experience, preferably in the 5c and 10c candy field. Please write giving resume of experience and salary desired. Box 2734, Sales Management, 386 Fourth Ave., N. Y. 16, N. Y.

WANTED: TOP FLIGHT SALES PERSONNEL
Chicago manufacturer of dictation equipment seeks five division managers for following territories:
1. New England 2. Mid Atlantic 3. North Central 4. West Central 5. Southwest 6. Southeast States
Must reside in territory and own car. Experience in office equipment field desirable. Dealer experience, ability to train dealer salesmen and follow through on sales promotion plans. Draw plus travel expenses against commissions and bonus. These are responsible positions and only fully qualified men with splendid personal sales record will be considered. Give full business and personal data. Photograph. Box 2733, Sales Management, 386 Fourth Ave., N. Y. C.

COMMENT

WHAT TO DO BEFORE PRICE CONTROLS COME

Leon Henderson was an effective, if not exactly popular, bureaucrat when he headed OPA at the start of World War II. There is little danger that he will be recalled to set up a new price control organization. He's already disqualified himself on the grounds that the Constitution bars any American from being placed in double jeopardy.

Henderson, since the end of the war, has been quietly and happily employed as chief economist for a private profit-making enterprise, Research Institute of America, headed by Leo Cherne. RIA has the faculty of taking complicated Washington gobbledygook and translating it into concise and helpful information for executives. So with that master price-fixer, Leon Henderson, as an adviser, what the Research Institute of America, New York City, has to say now about "preparing for price control" should command respectful attention.

We'd like to quote some RIA observations and recommendations, just issued in a new booklet, *"Adjusting to Mobilization, 1950."* RIA declares:

"The list of businesses badly hurt by price control and rationing would be much greater than in World War II when controls were instituted gradually. Last time there was ample opportunity for anticipation and adjustment. Many companies will be caught using abnormal price and distribution patterns and will have a long row to hoe before getting relief. To safeguard your position on prices, terms, service charges, etc., make sure you understand the control patterns and the adjustments you can make in advance."

Potential price controls, RIA points out, fall into three classes: base period freeze, flat maximums, and margin limitations.

Those who sought price increases when Henderson was head of OPA will sense a bit of irony in the straightforward comments by RIA on what to do now to beat a price freeze, RIA suggests that sellers study their present prices in the light of these points:

1. Replacement costs: "Averaging high and low cost inventories in computing current selling prices is risky," declares RIA, "when prices are advancing."

2. Slow-moving items: "Pay particular attention to 'sleepers'—items . . . carried largely for convenience to your regular customers," RIA warns. "Under usual government practice, you may find it hard to get a ceiling raised even if you're suffering an outright loss on these odd items, as long as your over-all profit position is satisfactory."

3. Current quotations: "For example," points out RIA, "seasonal items may be quoted in your catalogue or by salesmen even though no sales are being made. Such offers . . . can establish a ceiling. . ."

4. Mark-ups: "Under one of OPA's most widely used pricing methods," RIA recalls, "any comparable new item may have to be priced according to the mark-up on similar items you currently handle."

5. Price cuts: "Unless you take every possible precaution," RIA counsels, "you may get stuck with discounts, promotional offers, package deals or other temporary devices."

6. Fair Trade laws: "OPA ruled firmly that such state laws must give ground whenever they conflict with federal price rules," RIA recalls.

RIA's observations and recommendations are straight to the point. Perhaps price controls, if re-imposed, will not follow the World War II pattern. But, in any event, action along the lines suggested by RIA should head off so much of the bitterness and confusion that went with Leon Henderson's early OPA days. It could be that Leon Henderson might turn out to be a popular man in 1950.

SELLING STILL SOLD SHORT

The best selling pamphlet ever issued by the Department of Commerce is being put on the shelf—apparently for the duration. No, it's not another bureaucratic hand-out. It's a little booklet that you—the sales executives of this country—have made possible; in fact, a number of you wrote it. It's called "Opportunities in Selling." Price 25c from the Superintendent of Documents, Washington, D.C.

Thousands of people, probably many of them veterans of World War II, bought "Opportunities" as the best source of information on profitable ways to work. This booklet has been so popular that recently the Department of Commerce asked the authors to revise their material as they felt necessary so the booklet could be brought out in a new edition. But the other day, the editor-in-chief of "Opportunities in Selling," Herbert Metz, New York district manager, Graybar Electric Co., received the following note from the Department of Commerce:

"It has been decided to defer temporarily the publication of the book, due to the international situation, which causes less emphasis to be placed upon selling."

"Officials of the printing services have been advised of this decision and the manuscript has been returned. We have been asked to hold this material for use at a more propitious time."

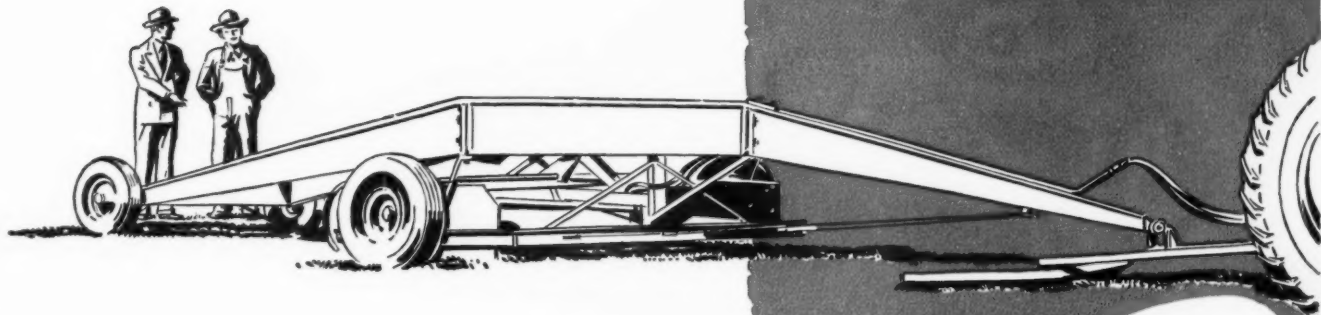
There it is—a straw in the wind that official Washington thinks that selling is non-essential at this time.

It's Washington, at the moment, which is brushing aside the importance of selling. In a short while it may be your own chief executive and the board of directors.

Obviously, selling has still a long way to go before the basic function is fully accepted.

SEEING RED

The international situation is rough on American brand names. Before World War II, Studebaker dropped the name "Dictator" from one of its models; now a group of sports writers say that it's unfair to members of a loyal ball team to call them the Cincinnati "Reds." From now on they're to be the Cincinnati "Redlegs."



Machines from Mars . . .

Land plane . . . Used to level land before installing irrigation . . . up to 60 feet in length, 10 feet wide.

Holding chute . . . For dehorning cattle, has self-locking squeeze, head lock, nose lock, and gate in front.

Contour plow . . . At row ends, the operator turns, rolls the bottom over, plows same furrow, in opposite direction.

Cow's coat brush . . . With electric rotated strong nylon bristles, gives cow a massage and currycomb at same time.

Multiple machine . . . Rolls, levels, harrows, pulverizes and packs in a single time-saving operation.

Rain gun . . . Rotates in a full circle, covers wide area, gives even distribution of moisture.

Superman sprinkler . . . Mounted on wheels, makes it easy for a man to move a quarter-mile pipe line.

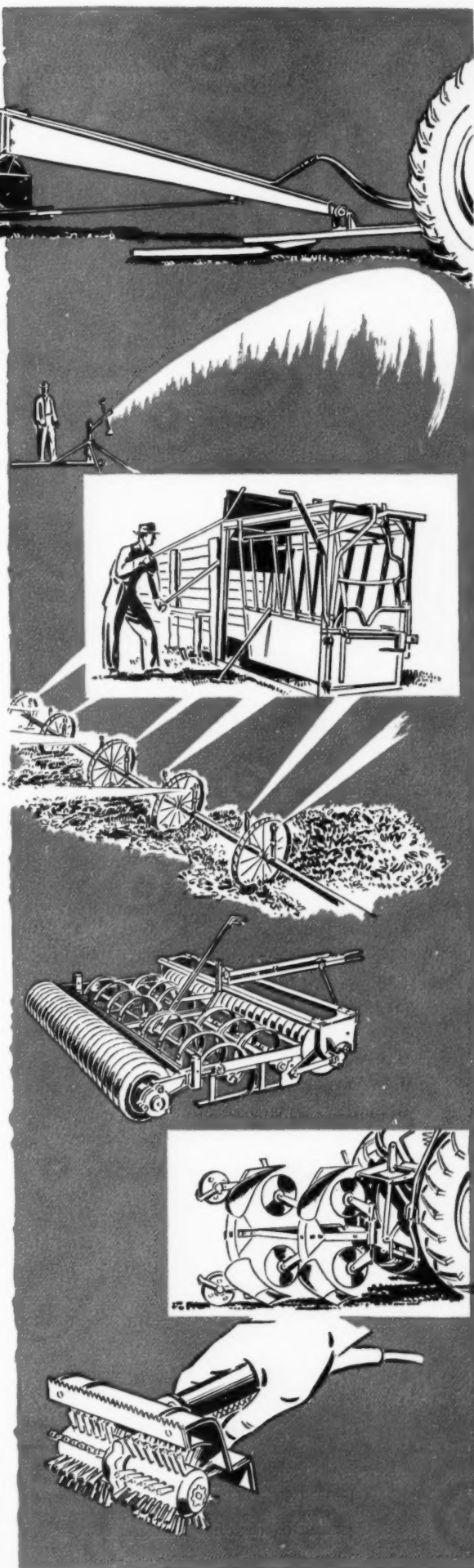
Not Martian marvels or Rube Goldberg inventions . . . but practical, newly designed devices, functional farm equipment, and modern machinery that lighten labor, save steps, increase efficiency . . . are profitable investments for the business man farmer.

Farming today is not done with pitchforks and hand plows but with specially designed machinery.

Progress and research is current, continuous, and prolific. All the items pictured are from a single recent issue of SUCCESSFUL FARMING!

SUCCESSFUL FARMING is the handbook, guide, and manual to better farming machinery, methods, and techniques, increasing production and profits for the nation's best farmers . . . with the best soil, best brains, best mechanization, and best incomes—50% or better than the average US farmer!

Concentrating more than a million of its 1,200,000 subscribers in the fifteen rich agricultural Heart States . . . in a market mostly missed by general magazines . . . SUCCESSFUL FARMING gives the penetration needed for top performance, maximum sales to today's best class audience! Get the full facts from the nearest SF office. SUCCESSFUL FARMING, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



*Makes a hit with retailers
because it meets today's changed retail conditions—*

The Chicago Tribune Consumer-Franchise Plan!



CHANGES in today's retail selling conditions put added responsibility on advertising. Promotion must work to give meaning not only to the dealer franchise. It must create a consumer franchise—assuring a substantial share of the day-in and day-out repeat buying by consumers, relatively undisturbed by competition.

Retailers do not get excited over a line that does not excite their customers. They stock and push what their customers want to buy.

More than ever, selling the retailer calls for selling the customers outside the store—in

the home. From its study of selling in Chicago, the Chicago Tribune has developed a sound procedure that can produce additional sales and a stronger market position for your brand.

This procedure enables you to cash in on the growing trend to fewer brands per line per store and the increased reliance on self-service retailing. It is based on the retailer's need for higher volume and faster turnover to meet his rising costs.

Highly successful in Chicago, the plan can be used in any market. It produces larger orders and cuts delivery expense. It gives you the benefit of the

retailer's own promotion without resort to deals, premiums, cut prices or special discounts. If you bear the responsibility for immediate sales of your product, or are concerned with long range planning for continued company success, this plan merits your investigation.

Decide now to learn how this consumer-franchise plan can help you realize a high annual volume and a solid base for future expansion. Your nearest Chicago Tribune representative will be glad to tell you how it can be applied in your business. Why not get in touch with him today?

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

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